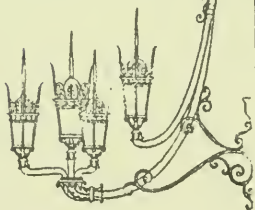


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ASIAN COMMUNITY DEVELOPMENT CORPORATION

OAK STREET VILLAGE

APPLICATION TO THE NEIGHBORHOOD
HOUSING TRUST

SEPTEMBER 17, 1991

COUNCILOR BRIAN McLAUGHLIN
BOSTON CITY COUNCIL
BOSTON CITY HALL
ONE CITY HALL PLAZA
COUNCIL CHAMBERS, 5th FLOOR
BOSTON, MA 02201

亞美社區發展協會
Asian Community Development Corporation

360-B TREMONT STREET
BOSTON, MASSACHUSETTS 02116
TELEPHONE (617) 482-2380

BOARD OF DIRECTORS

September 12, 1991

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Philip Lee
Executive Director

Mr. Lawrence Dwyer, Chairman
Neighborhood Housing Trust
1010 Massachusetts Avenue
Boston, MA 02118

RE: Oak Street Village aka Chinatown Parcel R3-B Project
Application to Neighborhood Housing Trust
for Seed Money

Dear Mr. Dwyer:

The Asian Community Development Corporation (ACDC) is requesting the Neighborhood Housing Trust to authorize the award of predevelopment assistance in the amount of \$150,000 to build affordable housing at our Oak Street Village project in Chinatown. ACDC and the City of Boston have been presented an unique and exciting opportunity by the AFL-CIO Housing Investment Trust. This award is essential to enable ACDC and the City of Boston to take advantage of this opportunity.

First, ACDC and the BRA have submitted a proposal to AFL-CIO for construction and permanent mortgage financing under its Housing Investment Fund. After several meetings and a site visit, AFL-CIO has indicated that it is interested in pursuing Oak Street Village as its first housing investment project in Boston, and would like to be able to make a mortgage commitment this Fall. Without seed money, ACDC is at an impasse in proceeding with architectural designs, in paying the necessary mortgage processing fees and in continuing other predevelopment work needed for mortgage approval this Fall.

Secondly, earlier this year ACDC submitted an application for an allocation of 1991 Low Income Housing Tax Credits. In order for Oak Street Village to qualify for 1991 tax credits, the project must be eligible for the "10% carryover rule". In order for Oak Street Village to incur more than ten percent (10%) of the reasonably expected basis in the project by January 1, 1992, ACDC must be able to secure the predevelopment funds needed to allow the project to move expeditiously through mortgage and subsidy approvals, and to allow the BRA to convey the site to ACDC.

Finally, securing an "advance" of linkage funds from the Neighborhood Housing Trust would satisfy a critical condition for the release of additional, previously committed predevelopment assistance funds from CEDAC. Therefore, predevelopment funds from the Neighborhood Housing Trust will leverage other predevelopment assistance and allow the project to move expeditiously through mortgage and subsidy approvals and into construction this Winter.

ACDC and the BRA propose to use the \$150,000 requested in the following manner: \$70,000 for architectural fees and expenses, \$31,100 for mortgage processing and financing fees, \$13,900 for development management and consulting expenses, and \$35,000 for repayment of a BRA seed money loan for design and project management.

In addition to this predevelopment assistance proposal, ACDC is also pleased to revise its application to Neighborhood Housing Trust to be consistent with its application for an allocation of low income housing tax credits submitted to EOCD on June 14, 1991.

It is ACDC's goal to provide long term affordable housing to the Asian Community and other residents of Boston. Our Oak Street Village project will provide 100 units of housing, with 70 units affordable to low and moderate income families. We are also committed to ensuring that Oak Street Village remains affordable in the future, beyond our legal obligations. Furthermore, as our track record indicates, our commitment to using minority business enterprises will continue.

As Chinatown is one of the poorest neighborhoods, has the highest rate of overcrowding in Boston, and has thousands of family and elderly on the area's combined subsidized housing waiting lists, this large scale affordable housing project will be significant and will alleviate some of these dire neighborhood problems. Without an award from the Neighborhood Housing Trust, ACDC would not be able to provide its target goal of affordable units in Chinatown.

We hope that the Trust will award us the \$150,000 in seed monies so that we may move quickly to make use of the unique opportunity being offered by the AFL-CIO Housing Investment Trust, Low Income Housing Tax Credit Program, Community Development Fund and Community Economic Development Assistance Corporation (CEDAC).

With the proven commitment of both ACDC, the BRA and Mayor Flynn, all parties will deploy all necessary resources to keep this project on an accelerated development timetable.

Thank you for your consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Carol Lee', with a stylized, flowing script.

Carol Lee
Executive Director

5. Financial Feasibility

With both public support and broad neighborhood support, on December 7, 1990, EOCD awarded the project \$500,000 in CDAG funds, RDAL at \$250,000 in the first year and 50 Chapter 707 back-ups. With these commitments, the project was on track for a summer 1991 construction start. The uncertainties regarding the RDAL & Chapter 707 commitments delayed the project and forced ACDC to work on various financing alternative to move the project forward. These alternative plans include taxable construction and permanent mortgage financing from the AFL-CIO Housing Investment Trust; the Section 8 Project Based Assistance Program, and equity through the sale of Low Income Housing Tax Credits. ACDC's 6/14/91 application to the Low Income Housing Tax Credit Program is pending; the AFL-CIO Housing Investment Trust has sent a letter of interest; and the Boston Housing Authority has selected Oak Street Village for submission to HUD for award approval under the Section 8 Project Based Assistance.

Oak Street Village is a priority project for the Chinatown Community and the Boston Redevelopment Authority. The BRA is committed to move this project expeditiously and to deploy all necessary resources keep it on an accelerated development schedule. A significant portion of this project's proposed financial package, including the BRA acquisition loan, the BRA (PWED) grant, NDF/other subsidies, Community Development Fund (Parcel to Parcel Linkage Project/Parcel 18 and One Lincoln Place) and the AFL-CIO Housing Investment Trust Local Housing Partnership program, is within the BRA's and the City of Boston's ability to deliver. With the full support of the BRA, the community and public officials, and an allocation of Low Income Housing Tax Credits, ACDC is confident that the project will move expeditiously through mortgage and subsidy approvals and into construction by the end of March, 1992.

6. Site Control

ACDC received site control through tentative designation of Parcel R3-B for Oak Street Village on September 29, 1988 from the Boston Redevelopment Authority.

7. Compliance with Boston Jobs Ordinance

All jobs created by Oak Street Village will meet all provisions of the Boston Jobs Ordinance. ACDC will strive to go beyond the minimum requirements of the Ordinance during and after construction.

8. Compliance with Sanitary and Building Codes

The construction of Oak Street Village will be in full compliance of the State Building Code and the State Sanitary Code. After construction, ACDC will strive to be in full compliance of these Codes at all times.

9. Fair Housing

Marketing of the rental apartments at Oak Street Village will be done in full compliance of the requirements of the Boston Fair Housing Plan and other applicable fair housing and equal opportunity requirements as provided by law.

EVALUATION CRITERIA

1. Total Number of Affordable Units

Oak Street Village will create 70 units of affordable housing. 70 out of the 100 available units will be affordable to low income families. The remaining 30 units will be rented at market rates.

2. Percentage of Affordable Units

Oak Street Village has designated 40% of its units for low income assisted families (50% of the Median Boston SMSA); 30% of its units for unassisted low income families (60% of the Boston SMSA) and 30% for market rate families.

3. Amount of Trust Funds per Affordable Unit

ACDC is requesting \$800,000 of Trust Funds or \$11,429 per unit based on 70 units being affordable at Oak Street Village.

4. Developer Capacity

Although Oak Street Village is the first housing project for ACDC, the ACDC Board and its development team have extensive experience. The combined experience of ACDC's Board members include a wide range of involvements in the development of Oxford Place and 31 Beach Street housing developments in Chinatown, the China Trade Building; the rent-up of Tai Tung Village; the planning of the Chinatown Development Plan, Copley Place, Parcel to Parcel Linkage Project #1, and the Charles Navy Yard; and enforcement and advocacy of tenant rights. As developer, ACDC has assembled a strong development team made up of Woo & Williams (architects), The Community Builders, Inc. (development consultant), R.W. Granger (contractor) and Goodwin, Proctor and Hoar (legal counsel). As ACDC's development consultants, The Community Builders have over 25 years experience in the development and creation of affordable housing. Woo & Williams, winner of the Olympic Village design in Korea, also has extensive experience. Both R.W. Granger and Goodwin, Proctor and Hoar are also well established and experienced team members.

5. Timeliness

With both public support and broad neighborhood support, on December 7, 1990, EOCD awarded the project \$500,000 in CDAG funds, RDAL at \$250,000 in the first year and 50 Chapter 707 back-ups. With these commitments, the project was on track for a summer 1991 construction start. The uncertainties regarding the RDAL & Chapter 707 commitments delayed the project and forced ACDC to work

on various financing alternatives to move the project forward. These alternative plans include taxable construction and permanent mortgage financing from the AFL-CIO Housing Investment Trust; the Section 8 Project Based Assistance Program; and equity through the sale of Low Income Housing Tax Credits. ACDC's 6/14/91 application to the Low Income Housing Tax Credit Program is pending; the AFL-CIO Housing Investment Trust has sent a letter of interest; and the Boston Housing Authority has selected Oak Street Village for submission to HUD for award approval under the Section 8 Project Based Assistance.

Oak Street Village is a priority project for the Chinatown Community and the Boston Redevelopment Authority. The BRA is committed to move this project expeditiously and to deploy all necessary resources keep it on an accelerated development schedule. A significant portion of this project's proposed financial package, including the BRA acquisition loan, the BRA (PWED) grant NDF/other subsidies, Community Development Fund (Parcel to Parcel Linkage Project) and the AFL-CIO Housing Investment Trust Local Housing Partnership program, is within the BRA's and the City of Boston's ability to deliver. With the full support of the BRA, the community and public officials, and an allocation of Low Income Housing Tax Credits, ACDC is confident that the project will move expeditiously through mortgage and subsidy approvals and into construction by the end of March, 1992.

6. Duration and Strength of Mechanisms to Preserve Affordability

One of ACDC's long term goals is to provide affordable housing in Chinatown. ACDC is committed to keeping Oak Street Village affordable beyond the legal obligations that ACDC will enter into with City of Boston and the State of Massachusetts for land disposition and various public subsidies.

7. Number of Units for Low Income Households

Seventy of the one hundred within Oak Street Village will be affordable to low income families.

8. Extent of Housing for Special Needs Households

Five units (5%) of the total number of units will be accessible to handicapped people.

9. Extent of Employment for Local, Minority and Female Labor

The construction of Oak Street Village will provide employment for residents of Boston, minorities and women. As developer, ACDC will enforce the Boston Jobs Ordinance and will commit itself to extend its goals beyond the minimum requirements of the Ordinance. ACDC; its architects, Woo & Williams; and its accounting firm, Richard Lee and Associates, are minority owned and operating enterprises. ACDC will also be working with its managing agent to hire and to

award contracts to local residents, minorities and women for work at Oak Street Village.

10. Extent of Participation by Minority and Women Business Enterprises

The following minority business enterprises are part of the development team for Oak Street Village: The Asian Community Development Corporation (developer); Woo & Williams (architects); Lim & Associates (structural engineers); Richard Lee, P.C. (accountant).

11. Participation Offered to The Trust

Because of the financial structure and the high commitment to affordability of the project, it is not possible to offer the Trust any financial participation without jeopardizing the high level of affordability.

12. Extent of Linkage Funding in the Neighborhood

Although there has not been linkage funding awarded or used in Chinatown, the adjacent neighborhood of South End has used the Housing Creation Program to create Waterford Place which has benefitted members of the Chinatown community.

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4. Financing Sources
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6. Affirmative Marketing Plan
7. Non-Discrimination Statement
8. Location Maps
9. Letters of Support
10. Design Drawings

FORM 1

PROJECT SUMMARY

FORM 1

PROJECT SUMMARY

1. APPLICANT: Name ASIAN COMMUNITY DEVELOPMENT CORPORATION
Address 360B Tremont Street Boston, MA 02116
2. PROJECT ADDRESS: Washington Street/Oak Street/Maple Place/
3. PROJECT NAME (if different): Oak Street Village
4. PROJECT TYPE: (Check all categories that apply)

☒ NEW CONSTRUCTION	☒ RENTAL
☐ REHABILITATION OF OCCUPIED PROPERTY	☐ SINGLE FAM OWNERSHIP
☐ REHABILITATION OF ABANDONED PROPERTY	☐ CONDOMINIUM
☐ ADAPTIVE REUSE	☐ COOPERATIVE
☐ MIXED USE	☐ TRANSITIONAL HOUSING
	☐ EMERGENCY SHELTER
	☐ OTHER (specify) _____

5. PROJECT DESCRIPTION: Complete the following project description where the following definitions apply: Units also include beds for shelters and rooms for shared living projects (specify); "new units" includes newly constructed housing, rehabilitation of abandoned units, creation of new housing through adaptive reuse.

(i) UNITS BY TYPE			(ii) UNITS BY INCOME		
	TOTAL UNITS	NEW UNITS		TOTAL UNITS	NEW UNITS
RENTAL	<u>100</u>	<u>100</u>	LOW INCOME	<u>40</u>	<u>40</u>
OWNERSHIP	<u></u>	<u></u>	MOD INCOME	<u>30</u>	<u>30</u>
OTHER (specify) _____	<u></u>	<u></u>	OTHER (market)	<u>30</u>	<u>30</u>
Total	<u>100</u>	<u>100</u>		<u>100</u>	<u>100</u>

(iii) HOUSING UNIT SIZE & PRICE BREAKDOWNS:

	# of Units	S.F. per Unit	Unit Sale Price/ Monthly rent	Cost/SF
Studio:	<u></u>	<u></u>	<u></u>	<u></u>
1 BR:	<u></u>	<u></u>	<u></u>	<u></u>
2 BR:	<u></u>	<u></u>	<u></u>	<u></u>
3 BR:	<u></u>	<u></u>	<u></u>	<u></u>
4 BR:	<u></u>	<u></u>	<u></u>	<u></u>
TOTAL:	<u></u>	<u></u>	<u></u>	<u></u>

OAK STREET VILLAGE

Oak Street Village has evolved through careful consideration of the Chinatown neighborhood's needs and unique characteristics. Oak Street Village's scale, affordability, bedroom mix, open spaces and design reflects Chinatown dire need for affordable large family-size units, recreational open space and traditional family values of generational cohabitation. Its very location and name is also symbolic of Chinatown's historic struggle with housing and land development issues.

ACDC is proud of its large scale and affordable housing program at Oak Street Village. Oak Street Village will be a family-oriented housing development where all generations can live, enjoy recreational activities and be close to the social, political and cultural activities of both Chinatown and Downtown Boston. Being accessible to public transportation, the theatre district, the Public Gardens and Boston Commons, the Charles River, Faneuil Hall, Copley Place and numerous other amenities, Oak Street Village will be a very attractive site to all types of renters.

100 rental units will enclose an open courtyard at Oak Street Village. 70% of these units will be affordable to low and moderate income families. There will be 20 one bedroom units, 40 two bedroom units, 30 three bedroom units and 10 four bedroom units. The ten story structure on Washington Street will house all the one and two bedroom units, while the four story structures on Oak Street, Maple Place and the parcel division line will house all the three and four bedroom units. This design was created to accommodate the desire of Asian elderly and their families to either live together or to live very close to each other, but in separate quarters to allow for their respective activities and tolerable noise levels.

70 parking spaces for residents will be available at an off-site parking garage proposed to be built across from Oak Street Village on Oak Street. Residents will have the option to rent these spaces or to use the residential parking permit system on the neighborhood streets.

In addition to the enclosed private courtyard of the complex, a public open space will be created on the Oak Street edge of Oak Street Village. This open space will be landscaped with trees, shrubs and benches to create a quiet recreational space.

Oak Street Village is on a 38,028 square foot publicly-owned parcel belonging to the Boston Redevelopment Authority (BRA). ACDC was given tentative designation in September of 1988 to develop Oak Street Village.

The project will be a completely rental housing complex with a high percentage of affordability (70%). Although ACDC is still seeking alternatives to replace the RDAL and Chapter 707 Back-ups Programs and is assembling its financing, ACDC was awarded CDAG from the State Executive Office of Communities and Development (EOCD) and has made several submissions to various funding sources. ACDC was selected by the Boston Housing Authority by the AFL-CIO Investment Trust of its very strong interest in financing Oak Street Village's construction and permanent mortgages as one of its first housing investments. In addition, ACDC submitted an application to EOCD for the Low Income Housing Tax Credit Program on 6/14/91. The other components of this project's proposed financial package, such as the BRA acquisition loan, the BRA (PWED) grant, NDF/other subsidies, Community Development Fund (Parcel to Parcel Linkage Project) and the AFL-CIO Housing Investment Trust Locals Housing Partnership program, is within the BRA's and the City of Boston's ability to deliver.

With the financing commitments and interests from EOCD, City of Boston, Boston Housing Authority, AFL-CIO Housing Investment Trust and the consistent and strong support by the City of Boston, ADCE is confident that its Oak Street Village Project will be a successful affordable housing project for Chinatown and other residents of Boston.

FORM 1

5. PROJECT DESCRIPTION

	Total Units	New Units
<u>(i) UNITS BY TYPE</u>		
Rental	100	100
Ownership	0	0
Other	0	0
TOTAL	100	100

<u>(ii) UNITS BY INCOME</u>		
LOW INCOME - ASSISTED UNITS	40	40
LOW INCOME - TAX CREDIT UNITS	30	30
MARKET	30	30
TOTAL	100	100

(iii) HOUSING UNIT SIZE & PRICE BREAKDOWN

LOW INCOME ASSISTED UNITS	# of Units	S.F. per Unit	Gross Monthly Rents	Utility Allowance	Unit Monthly Rents	Cost Per S.F.
1-BR	0	687	767	33	734	1.07
2-BR	13	819	902	38	864	1.05
3-BR	19	1,087	1,129	45	1,084	1.00
4-BR	8	1,190	1,264	53	1,211	1.02
Subtotal	40					

<u>LOW INCOME CREDIT UNITS</u>						
1-BR	8	687	571	33	538	0.78
2-BR	12	819	684	38	646	0.79
3-BR	8	1,087	791	45	746	0.69
4-BR	2	1,190	882	53	829	0.70
Subtotal	30					

<u>MARKET UNITS</u>						
1-BR	12	687	750	0	750	1.09
2-BR	15	819	900	0	900	1.10
3-BR	3	1,087	1,100	0	1,100	1.01
4-BR	0	1,190	1,250	0	1,250	1.05
Subtotal	30					

<u>TOTAL</u>						
1-BR	20	687			665	0.97
2-BR	40	819			812	0.99
3-BR	30	1,087			995	0.92
4-BR	10	1,190			1,135	0.95
	100					

FORM 1

6. TOTAL DEVELOPMENT COST: 14,231,000
7. DEVELOPMENT COST PER SQ. FT.
 A. NEW CONSTRUCTION \$132
 B. REHABILITATION NA
8. PROPERTY PURCHASE OFFER: \$1,000,000
 Loan by the BRA for the value of the land and parking provided on Parcel C. Interest and principal accrue and remain unpaid as long as affordability mix is maintained.
9. # of PARKING SPACES: (OFFSITE) 70
 A 350 space parking garage is proposed to be developed by a creative joint venture between the Chinatown community, the BRA and the New England Medical Center on a BRA owned parcel adjacent to this site. 70 parking spaces will be set aside for residents of Oak Street Village in the proposed garage, without ACDC having to incur any of its development or operating costs.
10. % of OPEN SPACE:
 A. Building Footprint 18,864 49.6%
 B. Courtyard 10,366 27.3%
 C. Public Open Space 8,798 23.1%
 TOTAL SITE 38,028 100.0%
11. FLOOR TO AREA RATIO: 2.84
12. UNIQUE PROJECT FEATURES:
 A. All 40 family units and 10 2-BR units are walk up units with separate private entrances from streets or courtyard.
 B. Ample outdoor space is provided by a courtyard designed for family use and open space along Oak Street designed to stimulate public use.
 C. Offsite garage.
 D. Due to the well documented need for affordable housing in Chinatown and the strength of the development team, this project has generated tremendous community and city wide support. ACDC has on file over 130 support letters and a petition signed by 890 members of the Asian community endorsing this project.
13. PROPOSED COMMERCIAL USES: NA
14. # OF COMMERCIAL UNITS: NA
15. COMMERCIAL SQUARE FOOTAGE: NA
16. COMMERCIAL RENTS: NA

FORM 1

17. PROPOSED PROJECT FINANCING:

A. AFL-CIO Construction & Permanent Mortgage Financing	7,333,000
B. Community Development Action Grant	500,000
C. Syndication Proceeds	4,540,000
D. BRA Acquisition Loan	1,000,000
E. BRA Planning Grant (PWED)	50,000
F. UDAG Development Capital *	303,000
G. Community Development Fund (Parcel 18 & One Lincoln Street Parcel-to-Parcel)	250,000
H. Neighborhood Housing Trust - Linkage for Construction **	255,000

Total 14,231,000

* 23 annual payments of the "Teradyne" UDAG Loan at \$151,600 per year, which will assigned to ACDC. 2 payments will be used for construction, and the remaining 21 payments as annual operating income.

** \$255,000 Neighborhood Housing Trust linkage funds will be used for construction while \$545,000 will be escrowed to provide an annual operating subsidy for the housing over a nine year period.

18. FINANCING GAP:

0

19. PUBLIC ASSISTANCE SOURCES

- A. 25 Section 8 Project Based Assistance and 15 Certificates/Vouchers.
- B. For others see Project Financing above & Form 4.

20. TOTAL LINKAGE REQUEST \$800,000

\$255,000 Neighborhood Housing Trust linkage funds will be used for construction while \$545,000 will be escrowed to provide an annual operating subsidy for the housing over a nine year period. Part of the linkage funds will become, in effect a nine year operating annuity for the housing, with \$160,000 spent the first year and decreasing amounts in later years. In order to fund this twenty year operating annuity, \$545,000 in linkage funds must be available and escrowed at construction loan closing, earning an 7.5% interest rate. By adding linkage funds to the rents that can be afforded by the residents, the project is able to support a mortgage that is \$1,374,000 larger than it could otherwise pay. Thus, the \$545,000 leverages mortgage funds worth \$1,374,000. In order to create this type of leverage, construction and permanent lenders, including AFL/CIO, will require that these funds to be available at construction loan closing.

21. LINKAGE REQUEST PER LOW INCOME UNIT \$11,429

22. TYPE OF LINKAGE REQUEST LOAN

Terms: to be negotiated to insure feasibility and long term viability of the affordable housing.

FORM 2

DEVELOPMENT TEAM INFORMATION

FORM 2

1. DEVELOPMENT TEAM INFORMATION

<u>Developer</u>	<u>Address</u>	<u>Telephone</u>
Asian Community Development Corp.	360B Tremont St. Boston, MA 02116	482-2380

On a separate page, please describe fully the nature of the development entity, including: a) the legal structure, b) list the general partners, and c) the legal history of the organization. Please attach a copy of any joint venture agreement, articles of incorporation or trust agreement establishing the development entity.

Architect/Engineer(s)

Woo & Williams	495 Mass. Ave. Cambridge, MA 02139	547-6757
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Attorney

Goodwin, Proctor & Hoar	One Exchange Pl. Boston, MA 02109	570-1000
-------------------------	-----------------------------------	----------

Accountant

Richard Lee, P.C.	65 Harrison Ave. Suite 403 Boston, MA 02111	482-7600
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Development Consultant

Community Builders	95 Berkeley St. Suite 500 Boston, MA 02116	695-9595
--------------------	--	----------

Construction Manager

R.W. Granger & Sons, Inc.	415 Boston Turnpike, P.O. Box 5265 Shrewsbury, MA 01545	
---------------------------	---	--

Marketing Agent (if applicable)

Community Builders	95 Berkeley St. Suite 500 Boston, MA 02116	695-9595
--------------------	--	----------

For each of the members of the development team, including each general partner, please attach a resume.

FORM 2-continued

2. DEVELOPER'S STATEMENT OF QUALIFICATIONS
AND FINANCIAL RESPONSIBILITY

1. Name and address of developer:
Asian Community Development Corporation 360B Tremont St. Boston, MA 02116
2. Is the developer or any other member of the joint venture a subsidiary of or affiliated with any other corporation or corporations or any other firm or firms?
Yes: _____ No: x
If yes, explain

3. a. The financial condition of the developer, as of 6/30/90, is as reflected in the attached financial statement.

NOTE: Attach to this statement a financial statement FOR EACH GENERAL PARTNER showing the assets and the liabilities, including contingent liabilities, fully itemized in accordance with accepted accounting standards and based on a proper audit. If the date of the financial statement precedes the date of submission by more than six months, also attach an interim balance sheet not more than 60 days old. These statements will be held in strict confidence.

- b. Name and address of auditor or public accountant who performed audit on which said financial statement is based.

Richard Lee, P.C. 65 Harrison Ave. Suite 403 Boston, MA 02111

4. If funds for the development of the project are proposed to be from sources other than the developer's own funds, please state the developer's plan for financing the acquisition and development of the project:

CDAG-	\$500,000	Low Income Tax Credits-	\$426,697
RDAL-	\$250,000	Chapter 707 Back-ups-	50 units

(Year 1 Subsidy)

5. Sources and amount of cash available to developer to meet up-front costs of the proposed undertaking:

- a. In banks:
Name, address & zip code of bank Amount

3

not available

- b. By loans from affiliated or associated corporations of firms:

<u>Name, address & zip code of source</u>	<u>Amount</u>
	\$

not available

- c. By sale of readily salable asset

<u>Description</u>	<u>Market Value</u>	<u>Mortgage or Liens</u>
	\$	\$

not available

6. Name and addresses of bank references:

not available

7. Has the developer or (if any) the corporation, or any subsidiary or affiliated corporation, or any of the developer's officers or principal members, shareholders or investors, or other interested parties been adjudged bankrupt, either voluntary or involuntary, within the past ten years?

Yes: _____

No: x

If yes, give the date, place and under what name.

8. a. Undertakings, comparable to the proposed development work, which have been completed by the developer, including identification and brief description of each project and date of completion:

This is ACDC's first development project. Our development consultants are experienced in similiar undertakings. Please see attachments.

- b. If the developer or any of the principals of the developer has ever been an employee in a supervisory capacity for a construction contractor or builder or undertaking comparable to the proposed development work, name of such employee, name and address of employer, title of position, and brief description of work:

9. If the developer or a parent corporation, a subsidiary, an affiliate, or a principal of the developer is to participate in the development of the land as a construction contractor or builder:

n/a

a. Name and address of such contractor or builder:

- b. Has such contractor or builder within the last ten years ever failed to qualify as a responsible bidder, refused to enter into a contract after an award has been made, or failed to complete a construction or development contract?

Yes: _____

No: _____

If yes, explain:

- c. Total amount of construction or development work performed by such contractor or builder during the last three years:

\$ _____

General description of such work

- d. Construction contracts or developments now being performed by such contractor or builder:

Identification of
Contract or Development
and Location

Amount

Date to be
Completed

\$

- e. Outstanding construction contract bids of such contractor or builder:

Awarding Agency

Amount

Date Opened

\$

10. Brief statement respecting equipment, experience, financial capability, and other resources available to such contractor or builder for the performance of the work involved in the development of the land, specifying particularly the qualifications of the personnel, the nature of the equipment, and the general experience of the contractor:

n/a

11. Statement and other evidence of the developer's qualifications and financial responsibility (other than the financial statement referred to in Item 3) are attached hereto and hereby made a part hereof as follows:

See Form Section 2: Development Team Information

12. If the developer, any employee of the developer or any party holding a financial interest in the development is now a City of Boston or BRA employee or has been at any time in the year preceding this date, please list the person(s)'s name, position held, or financial interest in the development entity, City of Boston and/or BRA position, and if not currently employed by the City/BRA, the last date of City/BRA employment.

n/a

13. List the address(es) of all other properties that the owner(s) or principals of the proposed project own(s) in the City of Boston:

n/a

DEVELOPER PROFILE

Organizational Description

The Asian Community Development Corporation (ACDC) was incorporated as a non-profit community development corporation in May 1987. ACDC formed as a vehicle for community members to have a direct voice in shaping the development and revitalization of Chinatown. Founded on the principles of community accessibility and accountability, membership in ACDC is open to the community-at-large for a nominal fee. The membership elects the Board of Directors at the annual membership meeting. In the short time since its formation, ACDC has built a diverse and broad-based membership of over 90 community members, and a 16 person Board of Directors.

ACDC's Board of Directors and staff consist of individuals with diverse and strong records of professional success and community achievements. (Please refer to the Board of Directors list and articles). A majority of Board members were born and raised in Chinatown. All have long histories of active leadership in community development, social services and community advocacy. Based on the experiences of Board members and staff, ACDC as an organizational whole reflects a diverse collection of individuals who have extensive knowledge and expertise in community development and the various stages of the development process.

The organizational mission of ACDC is to ensure the continued vitality and growth of the Chinatown-South Cove community. ACDC seeks to improve the quality of life for Chinatown residents and the Asian community at large. Specifically, ACDC's objectives are to develop quality, affordable housing; advocate for improved city service delivery; maximize the Asian community's access to employment opportunities; and facilitate economic development in Chinatown. In addition to affordable housing production, ACDC is actively involved in several community-based economic development initiatives.

One of the initiatives is the development of an Asian small business resource center to provide technical assistance to new and potential entrepreneurs. ACDC has prepared a concept paper and submitted several funding proposals for the set-up of a small business resource center. In addition, two student interns from the Harvard John F. Kennedy School of Government prepared a study of ACDC and possible opportunities and strategies for small business development.

In light of the many mega development projects that will take place in Boston in the next few years such as the Central Artery/Third Harbor Tunnel, South Station Air Rights development and the Midtown/Cultural District projects, ACDC is developing a database of Asian American tradespeople. Asian American Trade

Finally, This database will be a comprehensive listing of Asians with construction skills and will be circulated among potential employers and contractors. Finally, ACDC is conducting a study on the growth industries and occupations in Greater Boston to determine potential areas for the creation of small businesses and to better assess how Asians can participate in Boston economic mainstream.

ACDC is a community-controlled organization. In addition to membership attendance at the annual meetings, workshops and committee and Board meetings, ACDC maintains an ongoing dialog with the community-at-large by the producing a quarterly newsletter. All newsletters and materials are produced in the languages: English, Chinese and Vietnamese. ACDC regularly contributes articles to local newspapers as another way to inform and maintain accountability to the community.

Asian Community Development Corporation

List of Directors

Alma Armstrong -- Chief, National Preparedness Programs Branch, FEMA. Former planner and development representative for the Community Development Block Grant Program. Co-founder of Trenton Design Center. Professor or former professor at M.I.T.'s Community Development and Community Fellows Programs; UMass Boston; Boston College Graduate Education Program; Boston Architectural Center. Member of American Planning Association. Chinatown/South Cove neighborhood resident.

Caroline Chang -- Regional Director, Office of Civil Rights, Department of Health and Human Services. Co-founder of the South Cove Community Health Center, Chinese American Civic Association and Chinese Golden Age Center. Board member of the Massachusetts Asian American Forum, Old Colony Trust and Harry Dow Memorial Legal Assistance Fund. Born and raised in Chinatown.

Jill Cheng -- President of her own book publishing company, Cheng & Tsui Co. Past Board Member of South Cove Community Health Center. Past Board Member of United Way.

Joseph Chow -- Vice President, Bank of Boston. Former Board member of the South Cove Community Health Center.

Neil Chin -- Long time resident of Chinatown. Member of the Chinatown-South Cove Neighborhood Council and Chinese Consolidated Benevolent Association's Tufts Scholarship Committee. Co-founder of the South Cove Community Health Center, Quincy School Community Council and Chinese American Civic Association. Past Board member of the South Cove YMCA and Boston Chinese Community Urban Renewal Committee.

Terry Chin -- Private Optometrist in Chinatown. Former optometrist at South Cove Community Health Center. Professor at College of Optometry. Past Board Member of Chinese American Civic Association. Past Board Member and Volunteer at Newton Cantonese School.

Kenneth Jong -- Fiscal Director, Chronic Care Division of Department of Health and Hospitals, City of Boston. Past Moderator, Quincy School Community Council, past Board member of the Chinese American Civic Association.

Jacquie Kay -- President of her own consulting firm, WPI, Inc. Former Board member of the Chinese Economic Development Council and South Cove Community Health Center. Past Consultant to the Chinatown-South Cove Neighborhood Council.

List Of Directors
(continued)

Howard H. Lee, Esq. -- Attorney and Economist. Commissioner of the Massachusetts Civil Service Commission. Former Director of International Marketing (Asian Division) of Honeywell Corporation. Member of the Asian American Lawyers Association. Past President of Organization of Chinese Americans, New England Chapter.

Paul W. Lee, Esq. -- Partner, Goodwin, Procter & Hoar. Past President of the Asian American Lawyers Association. Legal advisor to the Quincy School Community Council and past Board member of the South Cove Community Health Center. Born and raised in Chinatown.

Regina Lee, Esq. -- General Counsel for the Massachusetts of Refugees and Immigrants. Formerly Executive Director of ACDC and Managing Attorney at the Greater Boston Legal Services. Founding Member of the Chinatown Housing and Land Development Task Force. Served as a member of the CCBA seven person negotiating committee.

Andrew Leong, Esq. -- Staff Attorney, Chinatown Outreach Program, Greater Boston Legal Services. Professor, UMass-Dept. of Legal Studies. Board member of Harry Dow Legal Fund. Board member and former President of the Quincy School Community Council.

Donald Ng -- Supervisor of Contract Compliance/Minority Business/Goods and Services Unit, Massachusetts Commission Against Discrimination. Member of Asian Workers Coalition. Member of Chinese Economic Development Task Force. Member of Vocational English Education Program Committee. Former project director of Third World Job Clearinghouse, Inc.

Mary Soo Hoo -- Long time Chinatown resident and community advocate. Corporate member of the South Cove Community Health Center. Past Board member of the Chinese American Civic Association.

Carol Thomas -- Planning Consultant. President of Thomas Planning Associates. Adjunct professor of community planning at the University of Rhode Island. President of the private practice division of the American Planning Association. Past President of the American Institute of Planners.

Tony Wing -- Long time Chinatown resident for over fifty years. Presently employed in the restaurant business.

Dorothy Wong -- Long time resident and businessperson in Chinatown. Co-owner, Wong Soon Noodle, Inc. Founding member of the Chinese American Civic Association.

Jeffrey Wong -- Long time resident and businessman in Chinatown. Owner, Shanghai Printing Company. Board member of the South Cove YMCA, past member of the Chinatown Grievance Task Force.

List of Directors
(continued)

Anna Yee-- Court interpreter for Trial Courts of MA. Domestic engineer. Board member of Children's Museum, Consumer Advisory Panel of New England Telephone and Deaconess of Boston Chinese Evangelical Church. Former Chinese managing editor for Sampan newspaper. Former chair of Chinese Bilingual Advisory Council of Boston Public Schools. Former member of City-wide Asian Parents Council.

Jeffrey Young-- Financial analyst for Macomber Development Associates. Treasurer for the Quincy School Community Council. Board member of Chinatown Housing and Land Development Task Force. Former technical advisor to the Masterplan Committee of the Chinatown-South Cove Neighborhood Council.

List of Staff

ACDC STAFF

Carol Lee -- Director. Formerly housing paralegal, Asian Outreach Program, Greater Boston Legal Services. Board member of Chinatown Housing and Land Development Task Force. Board member of Boston Women's Commission. Former executive director of Chinatown Housing and Land Development Task Force. Former co-chair of first Chinatown/South Cove Neighborhood Council. Founding Committee of Chinatown Development Plan. Former advisory board member of Boston Community Loan Fund.

Office Address:

Federal Emergency Management Agency
National Preparedness Programs Branch
448 John W. McCormack Post Office and Court House
Boston, Massachusetts 02109-4595

Telephone: (617) 223-9548 office (617) 357-5249 home

Education:

Ph.D. Program in City Planning, M.I.T. 1975-1978
(all coursework completed)
Master in City Planning, M.I.T.
C.A.G.S. and M.ED., Adult Education, Univ./Mass/Amherst
B.A. Urban Planning and Policy Development, Rutgers University
Certificates: Real Estate and Financial Management

Professional Experience:

January 1984 -

Chief, National Preparedness Programs Branch, FEMA.
Responsible for Continuity of Government regional program development and mobilization planning and coordination among numerous regional departments and agencies, and for the preparation of non-military emergency action guidance, plans and documents relating to National Security preparedness planning, including maintenance and development of training requirements to improve the individual and group capability of the National Defense Executive Reserves to perform their assigned emergency responsibilities. Region I NDER Coordinator, Manages the Region I, New England States (Maine, Massachusetts, Connecticut, New Hampshire, Rhode Island and Vermont) NDER program including recruiting, training and planning for NDER activation when necessary.

September 1980 -
January 1984

Community Planner and Development Representative. United States Department of Housing and Urban Development. Responsible for Urban Development Action Grants, Small Cities Project Grants and Entitlement Grants to one Rhode Island and Four Massachusetts cities. Community Planner. Program management of Comprehensive Planning Programs in Massachusetts, Vermont and Rhode Island; technical assistance to states and regional planning agencies; monitoring and evaluation of areawide and state planning programs; Federal advisor to HUD Work Study Programs in New England; technical oversight of Areawide Housing Opportunity Programs; Regional Housing Mobility Program and State Technical Assistance Programs.

October 1978 -
September 1980

Director of Planning, Training and Development. James Jackson Putnam Children's Center (a community mental health center). Planned and recommended development projects for Board of Trustees; wrote proposals and received funding from state, city, private corporations and foundations; directed public relations activities; Project Director, Title XX Training Programs; Instructor Title XX Training Course; Supervisor of contractors, operations and outreach staff.

September 1976 -
December 1978

Assistant Director, Community Fellows Program, M.I.T. and Co-Instructor, Seminar on "Issues and Strategies in Community

Development." General administrative direction of the program for the Director including financial management and budgeting; academic advisor to Research Fellows. Teaching Assistant, Seminar on "Community Development in Urban Neighborhoods", Research Assistant, "Problem Families in Public Housing in the United States and Europe", Assistant Director, HUD Intern Program. Supervised Interns in developing professional placements in city planning, evaluated Interns in conjunctions with field supervisors; liaison person for program and field placements.

June 1975 -
June 1976

Director, Program Evaluation and Placement. Centers for Environmental Education, Education Development Center, Newton, MA. Co-developed a pilot demonstration project for environmental design careers in planning and design; developed preliminary evaluation and placement design; developed funding proposals for city, state and federal agencies.

September 1975 -
December 1975

Assistant Professor. Boston State College, Graduate Program in Career Education. Taught course entitled: "Decision-Making, Self-Concept and Careers."

Summer 1974

Co-Director, Summer Workshop on Assessment of Prior Experience for Housewives and Secretaries under a grant from the Carnegie Foundation for Women Studies at the University of Massachusetts.

September 1972 -
July 1975

Assistant Professor, College of Public and Community Service, University of Massachusetts. CPCS is a competency-based, B.A. Degree Program in Human Services. Director of Admissions. Planned, designed and implemented admissions criteria and policy; recruited students, and trained faculty and staff on admissions and recruitment procedures; Assessment Instructor, Evaluator and Certificate Director. Principal Planner, Member of Team that planned the College of Public and Community Service.

September
1970 - 1972

Administrative Assistant in Public Affairs and Urban Planning. Woodrow Wilson School of Public and International Affairs, Princeton University, New Jersey.

January -
August 1970

Assistant to Executive Assistant to the Mayor of New York City; Member of Consultant Team to plan an Environmental Institute for the City of New York.

March 1967 -
January 1970

Assistant to Commissioner, New Jersey Department of Community Affairs. Commissioner's representative to a federal agency; worked with local community groups; wrote proposals; liaison person for Commissioner.

December 1962 -
March 1967

Senior Staff Assistant in Public Affairs and Social Development, the Ford Foundation, New York City. Staff Assistant to Program Officer for Legal Program and for Director, Social Development Program.

Other Professional Experience and Consultancies:

- 1970-1973 Co-Founder, Trenton Design Center, New Jersey. Coordinated Center projects which provided technical assistance in design and planning services to nonprofit and city agencies.
- September 1970 - Consultant/Trainer, Fairhurst-Hubbard, Norwell, MA. Organization and Staff Development Training; Consultant/Evaluator, Boston University Regional Institute on Employment Policy.
January 1979 Evaluation of HUD Youth Community Conservation and Incentive Program, South Bronx, New York; Consultant/trainer, University of Massachusetts. Trained handicapped adults, college students and other interested persons in Public Speaking; Consultant, School Committee of Boston, Professional Evaluation Panel for the Emergency School Assistance Act; Consultant, Center for Community Leadership, University of Wisconsin Extension, Milwaukee. Also Directed workshops and group training in management and decision-making for the Department of Local Affairs, Wisconsin; human relations and decision-making skills for the Department of Education Project to train Bus Monitors in the Boston Public School System; techniques of skill assessment, goal-setting, and life-planning for educators and students in New York and New Jersey around accrediting prior experience in traditional and competency-based educational programs on the undergraduate level.
- September 1974 - Faculty, Boston Architectural Center, Team taught "Seminar
December 1974 on Advocacy Planning."
- September Assistant to Consultant, National Policy Task Force, A.I.A.,
1970 - 1972 Princeton, New Jersey.

Publications, Publications, and Film Presentations:

August 1983, "Survey of Minority Women Planners". June 1981, "The Boylston Building: A Case Study of Public/Private Partnership for the Economic Development of Chinatown". 1976, A Case Study of Circle Venture Capital Fund". 1976, Co-author, "Three Community Development Corporations". Co-author, Video Tape Documentary on the Trenton Design Center.

Boards and Professional Associations:

Former, President of the Board of Directors, Women, Inc.
Member, Alliance for the Mentally Ill
Former Governor's Appointee, Roxbury Community College
Advisory Board
Associate Member, American Planning Association
Member, New England Chapter, American Planning Association
and former Chair, Awards Committee

CAROLINE J. CHANG
P. O. Box 8064
Boston, MA 02114
617-565-1340 (bus)
617-298-0811 (res)

EDUCATION:

Boston University - B. A. 1962 (Major in Mathematics)
Suffolk University Law School - J. D. 1977

Admitted to Massachusetts Bar - 1977

EXPERIENCE:

United States Department of Health and Human Services, Office for
Civil Rights, Region I, Boston, Massachusetts

REGIONAL DIRECTOR - 1982 to present
DIRECTOR, PROGRAM REVIEW AND MANAGEMENT SUPPORT DIVISION -
1979 TO 1982
EQUAL OPPORTUNITY SPECIALIST/ SUPERVISORY EQUAL OPPORTUNITY
SPECIALIST - 1974 TO 1979

Mayor's Office of Public Service, Boston, Massachusetts

MANAGER, CHINATOWN LITTLE CITY HALL - 1970 TO 1974

Avco Corporation - Systems Division, Wilmington, Massachusetts
ASSOCIATE SCIENTIST - 1962 TO 1970

CURRENT COMMUNITY ACTIVITIES:

- Trustee, Harry H. Dow Memorial Legal Assistance Fund, 1985 to present
- Member, Old Colony Charitable Foundation, 1976 to present
- President, Massachusetts Asian American Forum, 1985 to present
- Treasurer and Board Member, Boston University College of Liberal Arts Alumni Association, 1984 to present
- Allocation Volunteer, United Way of Massachusetts Bay, 1983 to present
- Board of Directors, National Institute for Women of Color,
- General Chairman, 1987 United Asian American Dinner
- Member, Advisory Committee to Schlesinger Library on History of Women, Radcliffe College, 1987-1991

Caroline J. Chang, page 2

PAST COMMUNITY ACTIVITIES:

- United States Commission on Civil Rights, Massachusetts State Advisory Committee, 1973-1982
- United Community Planning Corporation Board of Directors, 1972-1980
- South Cove Community Health Center, 1969-1980, Co-founder 1969, President 1973-1975
- Women's Commission in Exile, 1979-1980
- Governor's Commission on the Status of Women, 1972-1974 and 1977-1979
- Mayor's Commission to Improve the Status of Women, 1975-1978

PROFESSIONAL ORGANIZATIONS:

- Asian American Lawyers Association of Massachusetts
- Massachusetts Bar Association
- American Society for Public Administration
- Massachusetts Public Health Association

AWARDS AND OTHER DISTINCTIONS:

- Elected to Collegium of Distinguished Alumni, College of Liberal Arts, Boston University
- Recipient of Director's Award, Office for Civil Rights, U. S. Department of Health and Human Services
- Who's Who in the East
- Who's Who of American Women
- Highlighted in REDBOOK Magazine as a Massachusetts "Woman on the Move"

NAME: Neil Y.H. Chin
ADDRESS: 229 Harrison Avenue
CITY/STATE: Boston, Mass. 02111
OCCUPATION: Retired

Resident of Boston Chinatown for over 60 years.

- * Member - Board of Directors, Chinatown/South Cove Neighborhood Council.
- * Member - Executive Board, Retired State, County, Municipal Employees Association.
- * Member - Chinese Consolidated Benevolent Association's Tufts Scholarship Committee.
- * Retired Agency Head, Massachusetts Group Insurance Commission.
- * Past Member - Chinese Consolidated Benevolent Association (CCBA) Negotiating Committee with Tufts-New England Medical Center.
- * Founder Member - South Cove Community Health Center.
- * Past Member - Board of Directors, Quincy School Community Council.
- * Founder Member - Quincy School Community Council.
- * Past President - Chinese-American Civic Association Inc.
- * Founder Member - Chinese-American Civic Association Inc.
- * Past Member - Board of Directors, South Cove Y.M.C.A.
- * Past Chairman - South Cove Y.M.C.A. Program Committee.
- * Past Member and Secretary - Boston Chinese Community Urban Renewal Committee. (Planning Tai Tung Village).
- * Past Commander - Boston Chinatown Post #328, American Legion.

Professional Experience

THE FIRST NATIONAL BANK OF BOSTON

Boston, MA

Present

Vice President - Corporate Banking/High Technology Division

Develop and manage \$80MM portfolio of high technology credits ranging from start-ups to syndicated loans to companies with up to \$300MM in annual sales. Recent focus has been on leverage buy-out and acquisition deals in the computer service and information industries incorporating yield-enhancement features such as warrants, and risk-adjusted cash flow compensation. Develop deal flow through the cultivation of contacts in the venture capital and investment banking communities.

1984-1986

Assistant Vice President - Corporate Banking/High Technology Division

Developed and managed loan portfolio of start-up, venture capital funded, high technology companies. Performed intensive credit and industry analyses. Marketed credit and non-credit products and services including working capital financing, long-term fixed asset loans, tax leases, investment services and cash management products. Structured equity and quasi-equity investments such as debt/warrant packages.

1981-1983

Loan Officer - International Banking/Asia Pacific Division

Evaluated and monitored commercial loans including trade financing, manufacturing, real estate construction, shipping and other commercial credits of branches in the Far East. Analyzed country risks for establishing country exposure limits. Marketed trade and foreign currency financings to U.S. based companies and foreign subsidiaries. Travelled to the Far East on various assignments, including managing flotation of \$50 million sinking fund debenture for major shipping concern in Hong Kong.

CHINESE ECONOMIC DEVELOPMENT COUNCIL, INC.

Boston, MA

1975-1977

Assistant Director of Business Development

Instrumental in building this development/investment corporation from inception. Secured operating and investment funds from governmental agencies and financial institutions. Structured and negotiated debt and equity investments in start-up companies in electronics and food manufacturing industries. Acquired real estate parcels, formulated development plans and arranged financing for development projects, including 48-unit residential and \$10 million retail/office developments.

Education

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Cambridge, MA

Alfred P. Sloan School of Management

Master's degree in Management, 1981. Concentrations in Finance and International Business.

Department of Urban Studies and Planning

Master's degree in City Planning, 1981. Concentrations in Urban Development, Real Estate and Project Management.

BRANDEIS UNIVERSITY

Waltham, MA

Bachelor's degree in Economics, 1975.

Personal Background

U.S. citizen. Excellent health. Enjoy reading and squash. References available upon request.

KENNETH JONG
20 LILLIAN ROAD
LEXINGTON, MASSACHUSETTS 02173
(617) 861-8818

Job Objective

Executive administrative responsibilities in governmental policy and procedures processes in streamlining governmental activities through elimination of unnecessary and duplicative services that would result in additional revenues being returned to basic program needs.

EXPERIENCE

Oct. 84-Present

Fiscal Director, Chronic Division
Department of Health and Hospitals
City of Boston

Coordinate and supervise the daily operations of Fiscal Services for the Chronic Division of Health and Hospitals which comprises of two Chronic Disease Hospitals (Long Island and Mattapan Chronic Hospitals) for appropriate and timely expenditures of a combined budget of approximately 22 million dollars for fiscal year 1988 and for generation and collection of an estimated 23 million dollars from third party reimbursements for medical services rendered to patients. Establishes procedures regarding fiscal policies consistent with City of Boston laws and Ordinances. Responsible for financial audits performed by third party vendors. Projects financial budgets and analysis for the operations of the two Chronic Disease Hospitals. Liaison with other Chronic Hospitals as well as Acute Care Hospitals for referrals of patients. Responsible for admission and discharge of patients to the 358 bed Chronic Division.

Jan.79-Oct.84

Business Manager
Department of Health and Hospitals
City of Boston

Responsible for the daily operations of the Patients Accounts Department for Mattapan Hospital and Long Island Hospital for generation and collection of third party reimbursements for services rendered to patients. Established procedures relating to the admissions and credit and collection policy of both hospitals. Initiated changes in revenue collections procedures for increased revenues. Coordinated the installation of a computerized financial reporting and billing system. Established the Medicaid Applications procedures for the Department of Health and Hospitals for obtaining Medicaid coverage for non-covered indigent residents of Boston.

1.76-Jan.79

Assistant to the Commissioner
Trustees of Health and Hospitals
City of Boston

Responsible for determining and executing administrative policies through subordinate managers and coordinating the activities of the Credit and Collections Department. Represented the Department of Health and Hospitals at credit negotiations with outside agencies that resulted in an additional \$15 million in revenues. Developed and organized systems for collections of accounts. Prepared financial reports and analyses. Trained and supervised personnel engaged in tasks incident to credit and collection activities.

pt.74-Jan.76

Director, Public Service Employment
City of Boston, C.E.T.A.
New City Hall, Boston, Ma.

Liaison with the Department of Labor and the Public Service Employment component of C.E.T.A. Responsible for the enforcement of programmatic rules and regulations of the Act set forth by the Department of Labor. Responsible for the operations of Public service employment programs.

c.71-Aug.74

Assistant Director, Emergency Employment Act
New City Hall, Boston, Ma.

Liaison with the Department of Labor and the Emergency Employment Act (E.E.A.) administrative office. Maintained on-going relationship with the E.E.A. office and City of Boston Departments. Supervised program operations. Coordinated program audits. Coordinated the Public Employment program under C.E.T.A.

EDUCATION

1980 MPH course, Suffolk University
1979 Supervisory Skills, Comm. of Mass. Criminal Justice Training Center
1972 Graduate Physics courses, Boston University
1971 B.A. - Physics, Boston University

FILIATIONS

Past member, Board of Directors, Chinese American Civic Association
Past member, Chairman, Quincy School Community Council
Member, Chinese American Civic Association
Member, Quincy School Community Council
Member, Mass. Patient Accounts Managers Assoc.
Member, Asian Community Development Corporation

PERSONAL

Date of Birth: 23, June, 1949
Health: Excellent
Married, two children

VITA

JACQUIE L. KAY

P.O. box 2077
Cambridge, MA 02238
(617)864-2042

Job Objective: To utilize expertise and experience in academic setting - either administration or teaching. Areas include: international education, economic development, employment and training, and planning and management tools

President, WPI, Inc., Cambridge, MA. Founder and Chief Executive - small international trade and development firm (1973-present)

Responsible for all aspects of business - research and development, marketing and operations. Contractor to Agency for International Development (AID) in teacher and management training, evaluation, project planning, design and implementation; to foundation to develop alternative financing for public school system; to city manpower training agency to establish monitoring and evaluation system; to two states (Washington and Massachusetts) to develop executive search program, to administer regional workshops in affirmative action; and to numerous non-profit and corporate groups in management training and evaluation. Also, generated new markets and represented U.S. businesses in Asia; developed concept and program for China Trade Center in downtown Boston; imported handicrafts from Latin America and Asia; and assisted development of small-scale enterprises overseas.

Academic experience:

Harvard University, Cambridge, MA

Graduate School of Education: (1977-80)

Joint Lecturer, "Education and Development." Covered 4 areas: 1) political-economic theory (socialism and communism 2) non-formal education 3) manpower planning and 4) economic development theories in general

Teaching Fellow, assisted in "Theories of Education and Development" and "Adult Education." Topics: political-economic theory and planning and methodologies of adult education

Center for International Affairs: (1976-80)

Research Fellow and Post-doctoral Fellow, responsible for workshops and seminars in "Politics of the World Economy," "Latin America: The Road Ahead," and coordinated an energy symposium which produced a publication: The Dependency Dilemma: Gasoline and U.S. Security, 1980, ed. D. Yergin.

Lesley College, Cambridge, MA (1983)

Lecturer in Education, Graduate Program in International Studies. Taught "Educational Planning and Systems Analysis in International Education." Covered tools and techniques; case studies; simulation; and application of planning and systems analysis to educational systems/programs. Counseled students and was thesis advisor for several masters' level students.

Ford Foundation, New York, New York (1969-70)

Research Associate, Asia and Pacific, International Division

analyzed and researched Asian Studies programs in U.S. colleges and universities. Publication: Understanding China, by J.M.H.Lindbeck, Praeger Publications, 1971.

State Board for Community College Education, Seattle, WA (1970-73)

Management/Employment Specialist, Research and Planning Project

Trained minority affairs administrators in management techniques; analyzed employment trends vis-a-vis curriculum and training programs; coordinated vocational and cooperative education for research and planning team; created evaluated systems and long range planning tools in student services, curriculum administration, and faculty/staff development.

Urban League (Chase Manhattan Street Academy program), Harlem, New York
(1967-70)

Administrator/Teacher. Developed curriculum and administered program, counseled students, taught English and History, established liaison with corporations and conducted fundraising efforts.

Chulalongkorn University and Thammasart University, Bangkok, Thailand. (1965-66)

Lecturer, English Language and Composition. Counseled students.

Other related experience:

Acting Executive Director, Employment Opportunities Center (EOC), Seattle, WA
(1973-74)

developed new direction for employment agency to transform into manpower and economic development agency, e.g., goals, policies and programs; managed staff and budget; worked with board in establishing priorities.

Special Assistant, Intergovernmental Relations, Puget Sound Council of Governments, Seattle, WA (1972-73)

analyzed land use policy in four counties; assisted Executive Director in liaison with university and minority community; worked with elected officials in developing public sector policies.

Analyst, Management Study, Boston Public Schools (1974-75)

Assisted Superintendent of Schools in the implementation of a Peat, Marwick, Mitchell management study of schools - financial and central administration analysis for greater efficiency.

Educational Background:

- | | |
|------|---|
| 1978 | Ed.D., (Doctorate of Education), Harvard University
Graduate School of Education |
| 1971 | Certificate (MBA equivalent), Executive Development
Prog., Grad. Sch. of Bus. Admin. Univ. of Washington |
| 1969 | M.A., Asian History, New York University |
| 1966 | B.A. Chinese Area Studies, University of Washington |

Board Directorships and Memberships, 1986

- Thrift Fund for Economic Development (for Thrift Institutions and Governor)
- International Trade Council, Commonwealth of Massachusetts
- Oxfam-America - Vice-President
- Society for International Development
- South Cove Community Health Center
- Employment and Training Task Force, Chinatown-New England Medical Center, Boston
- Washington State Manpower Planning Commission (1972-74)
- Governor's Commission for Asian Americans, (1974)
- Seattle 2000 Executive Board (1974)

Consultancies

- Abt Associates, Cambridge, MA
- Lincoln-Filene Center, Tufts University, Medford, MA
- Educational Development Center, Newton, MA
- Northwest Regional Educational Laboratories, Portland, OR
- Boeing Corporation, Seattle, WA
- National Training Institute for Community Economic
- Economic Development, Palo Alto, CA
- General Telephone Company, Everett, WA
- Biosphere and Hydrospace Associates, Inc. New York, NY
- Boston Public Schools, Boston, MA

Publications and Papers

"Basic Education Development Project - Evaluation" Yemen
Arac Republic, Second External Evaluation Team - Dr. D.
Adams, Dr. A. Attieh, Dr. E.T. Chapman, and Dr. J. Kay
October, 1983.

Managing Human Resources in China: Training in Work-
Education-Politics Combinations, University Microfilms,
1979.

"The Management of Human Resources in China," Association
of Asian Studies (ASPAC), Vancouver, British Columbia, 1973.

"Human Service Delivery in China," Albert Einstein School
of Medicine, New York, 1973.

"The Sino-Soviet Conflict," Bell Laboratories, Whippany, New
Jersey, 1973.

"Goal Relevancy Programming," Adult Basic Education
Conference, Issaquah, Washington, 1971.

"Evaluation Systems for Minority Affairs Programs," State
Board for Community College Education, Olympia, WA, 1972.

References upon request

HOWARD H. LEE

66 Doublet Hill Road
Weston, MA 02193

617-727-2293 (Office)
617-891-4059 (Home)

OBJECTIVE: Administrative Judge (worker's compensation).

EDUCATION: New England School of Law, J.D., 1978; Attorney at Law admitted to the Bar, Massachusetts, 1978; and the Supreme Court of the United States, 1982.

Polytechnic Institute of Brooklyn, 105 credits completed toward B.S. in Electrical Engineering, 1963.

New York University, Ph.D., Economics, Political Science, 1957.

University of Maryland, M.A., Economics, Political Science.

St. John's University, China, B.A., Economics.

EXPERIENCE:

1978 to Date Attorney at Law, Practice includes workers' compensation, employment, corporations, estate planning, wills and trusts, and domestic relations.

3/1987 to Date Commissioner, Civil Service Commission , Commonwealth of Massachusetts.

Hold hearings and render decisions with other Commissioners relative to civil service appeals concerning job classifications with participation by labor unions, markings of examinations, appointments by-passes, job related disciplines, and medical disqualifications.

1963 to 3/1987 HONEYWELL INFORMATION SYSTEMS

1985 -3/1987 Director, International Marketing

Provide assessments and directions of the China, U.S. and worldwide market for computers and related products. Furnish consultation and support relating to China market.

1983 -1985 Director, Business Services , Asia Operations.

Provided broad support to Asia Operations personnel and the senior management within the affiliate operations in Asia with emphasis on the China market. Directed and supervised various contract negotiation and implementation activities including: contract negotiations, issuance of

purchase orders, assuring compliance with export license requirements, issuing shipping instructions, securing issuance of letters of credit, and issuing instructions regarding billing and collections and customer relations.

1980 - 1983

Director, Strategic Pricing and Analysis

Provided strategic direction of pricing; assessed and recommended responses to competitive pricing and strategic moves, long range analysis of computer technology and market directions, long range plans and product life cycle analysis, and specific recommendations on short term and long term product and market strategies.

1977 - 1980

Director, Pricing and Planning, Mini/Small/Medium Systems

Managed pricing group; established prices, pricing policies, practices, and strategies; provided competitive analysis and business evaluations for broad range of computer products.

1973 - 1977

Manager, Pricing, New Product Lines

1969 - 1973

Senior Staff Planner , Product Planning and Financial Analysis.

1965 - 1969

Product Planner ,Product Planning & Financial Analysis.

1963 - 1965

Computer System Analyst , Software Development.

1962 - 1963

Assistant Professor , History and Government, Seton Hall University, New Jersey.

OTHER ACTIVITIES:

1987-Date

Director, Asian Community Development Corporation.

1984-1986

Co-Chairperson, Advisory Council to the Governor on Guangdong.

1985-1987

Member, Manufacturers Committee, Governor's Business Council.

1985-1987

Trustee, Harry H. Dow Memorial Legal Assistance Fund.

1984-Date

Member, Asian American Lawyers Association.

1978-Date

Member, Massachusetts Bar Association.

PERSONAL:

Married; two children; excellent health.

REFERENCES:

Furnished upon request.

Partner
Goodwin, Procter & Hoar
Exchange Place
Boston, MA 02109

Primary Area Of Practice: General Business Law with emphasis
on banking, venture capital, public and private financings,
start up companies and securities law

Previous Employment:

Donovan, Leisure, Newton & Ervine
30 Rockefeller Plaza
New York, New York
1976 - 1980

Education:

Law School: Cornell University J.D., Cum laude, 1976
College: Columbia University B.S., 1972
Electrical Engineering and Computer Science
Other: Brookline High School, Brookline, MA
1964 - 1968
Edward Devotion School, Brookline, MA
1961 - 1964
Quincy School, Boston, MA
1955 - 1961

Community Activities:

President (1984 - 1986)
Asian American Lawyers Association of Massachusetts, Inc.

Board Member (1981 - 1987)
South Cove Community Health Center, Boston, MA

Legal Advisor (1986 - present)
Quincy School Community Council, Boston, MA

Personal:

Date of Birth: October 16, 1950
Place of Birth: Boston, MA
Marital Status: married, one child

REGINA F. LEE
63 Walk Hill Street
Jamaica Plain, MA. 02130

WORK EXPERIENCE:

Managing Attorney, Legal Services Center, Jamaica Plain, MA (9/83 - present). Responsible for maintaining the Center's relationship with Greater Boston Legal Services and Harvard Law School, and ensuring the Center's compliance with all funding guidelines as well as federal regulations. Serve as senior attorney and clinical instructor in the Center's Immigration and Chinatown Outreach units. Responsible for supervision of attorneys, paralegals and law students in those units.

Staff Attorney, Greater Boston Legal Services, Boston, MA (9/77 to 6/84). Responsible for providing free civil legal assistance to low-income Asians in Boston, primarily in immigration, family law, housing and government benefits. Concentrated primarily on housing and land use issues in Chinatown. Represented tenants groups such as Tai Tung Village, Mass Pike Towers, Quincy Towers, 100 Chauncy Street, and 239 Harrison Avenue. Served as member of the Seven Person Negotiating Committee which reached a comprehensive agreement with Tufts New England Medical Center regarding land use issues in Chinatown. Took one year sabbatical in 1982 to attend the Community Fellows Program at the Massachusetts Institute of Technology.

Instructor, University of Massachusetts. Designed and conducted courses on "Law and Poverty" (Spring, 1987 Harbor Campus) and "Immigration Law and Procedure" (Fall 1987, Downtown Campus).

Coordinator, Chinatown Health Clinic, New York City (6/73 - 3/75). Initiated and staffed a free community health clinic in New York City's Chinatown. Responsible for grants writing and management, office administration, community advocacy, supervision and coordination of volunteers. Also designed and implemented Project AHEAD (Asian Health Education And Development), a program to encourage low-income and inner city Asian youths to enter health care careers.

EDUCATION

Community Fellows Program (1982 - 1983)
Department of Urban Studies and Planning
Massachusetts Institute of Technology
Spent a sabbatical year at MIT on post-graduate
fellowship to study community planning and economic
development.

New York University Law School
J.D. (1977)
Recipient of the Reginald Heber Smith Fellowship in
Poverty Law upon graduation (1978 and 1979).

New York University
B.A. (1973)

COMMUNITY/PROFESSIONAL EXPERIENCE:

Founder, Asian Community Development Corporation
Executive Committee, Chinatown Housing and Land
Development Task Force (1979 to present)
Advisor, Chinatown-South Cove Neighborhood Council
Chinatown Community Plan - Housing Subcommittee (1987).
Member, Governor's Refugee Advisory Committee
(appointment expires 9/88).
Member, Governor's Advisory Committee on Women (1984-
1985)
Board Member, Quincy School Community Council (1983 -
1985)
Board Member and President, South Cove Neighborhood
Health Center (1980 - 1983)
Board Member and Founder, Chinatown Health Clinic, New
York City (1971 - 1977)
Board Member, Bellevue Hospital Community Advisory
Board (1973 - 1975)
Board Member, Gouverneur Hospital Community Advisory
Board (1975 - 1977).

PROFESSIONAL AFFILIATIONS:

Asian American Lawyers Association
National Lawyers Guild
Citizens Housing and Planning Association
Member of Massachusetts and New York bar

TUNNEY F. LEE
Head, Department of
Urban Studies and Planning
Massachusetts Institute of
Technology

TEACHING

Professor in the Departments of Architecture and Urban Studies and Planning
Massachusetts Institute of Technology, 1970 to present.
Visiting Critic, University of Manitoba, 1973 and 1974
Faculty, Howard University, Department of Architecture, 1969
Visiting Critic, Harvard Graduate School of Design, 1966

PROFESSIONAL EXPERIENCE

1983-1986 Deputy Commissioner, Division of Capital Planning and Operations
Commonwealth of Massachusetts
Head of Agency responsible for all buildings and land of state -
Capital budget, design, construction, oversight of maintenance and
energy use.
1980-1983 Partner, Comunitas - Architects and Planners
1967-1980 Tunney Lee, Architect/Planner, Newton, MA and Washington, D.C.
1966-1967 Director of Urban Design, Marcou, O'Leary & Associates, Washington, D.C.
1961-1966 Chief of Planning Design, Boston Redevelopment Authority, Boston, MA
1957-1961 Architectural Designer, I. M. Pei & Associates, Ulrich Franzen and other
firms, New York City.
1954-1955 Designer, R. Buckminster Fuller, Raleigh, NC

PROJECTS

Jefferson Park Project, Comprehensive Rehabilitation, Cambridge Housing Authority, 1982
City of Seattle - Coordination of Citizen's Review Process, 1977-1980
West Broadway Project Modernization Master Plan - Boston Housing Authority, 1976-80
East Boston Piers Re-Use Study for Massport, 1979
Boston Naval Shipyard Urban Design Study, 1974
Takoma Community School, Washington, D.C., 1969-1975
Urban Design Study for the Shaw Urban Renewal Area, 1969-1971
H Street, N.E. Urban Renewal Plan and Playground Design, Washington, D.C., 1969
Shaw Junior High School Site and Design Concept, Washington, D.C., 1968
Morgan Community School Site and Design Concept, Washington, D.C., 1968
Resurrection City - Planning and Structures Committee, S.C.L.C., 1963

PUBLICATIONS

Commonwealth of Massachusetts Division of Capital Planning and Operations:
- Capital Budgets - Fiscal Years 1985, 86, 87
- Comprehensive Plan to Improve Services for Chronically Mentally Ill Persons, 1985
- "Boston State Hospital - Critical Choices Ahead", 1985
"Mission Park in Perspective" in The Scope of Social Architecture, ed. by C. Richard
Hatch, Van Nostrand Reinhold, 1984.
Development Politics: Private Development and the Public Interest, Council of State
Planning Agencies, 1979. Co-authored with Robert Hollister
"Revolution Changes the Countryside", Spazio e Società, 1978
Shaw Urban Design Study, District of Columbia Redevelopment Land Agency, 1971

STUDIES

Boston Public Schools Unified Facilities Plan, 1979
Massachusetts Housing Finance Agency Evaluation Study, 1973

EDUCATION

Bachelor of Architecture, University of Michigan, 1954
Fulbright Fellow, University of Rome, 1956-57 C.I.A.M.,
University of Venice, 1957

ARCHITECTURAL REGISTRATION

National Council of Architectural Registration Boards
Massachusetts Certification
New York State Certification

MEMBERSHIPS

South Cove Community Health Center - Board of Directors, 1980-1987
Rainbow TV Works - National Advisory Board
Asian American Resource Workshop - Advisory Board
Oxfam America - Board of Directors
Asian-American Community Development Corporation - Board of Directors
CTAC Small Grants Committee

September, 1987

ANDREW L.S. LEONG
50 Empire Street, #2
Allston, MA 02134

EDUCATION

BOSTON COLLEGE LAW SCHOOL, Newton, MA
J.D., May 1985

Activities: Vice-President, Asian American Law
Student Association(AALSA), 1983-84
Chairman, AALSA Admissions Committee, 1983-84
Member, CORE Admissions Committee, 1983-85
New-England Regional Representative, National
AALSA, 1983-84
Founding Member, Academic Support Program

DRAKE UNIVERSITY, Des Moines, IA
B.A., Political Science, May, 1982

Honors: magna cum laude
Departmental Honors
President's List(2 semesters)
Dean's List(8 semesters)

Activities: All-University Table Tennis Champion,
1978. Drake University Tournament Night, Table
Tennis Champion, 1979. Intramural tennis.

EXPERIENCE

STAFF AND SUPERVISING ATTORNEY June 1986-present
Chinatown Outreach Program, Greater Boston Legal
Services.

Clinical Instructor - Harvard Law School
Legal Services Center, Jamaica Plain, MA
Adjunct Instructor - Boston College Law School
Boston College Chinatown Clinical Program

STAFF ATTORNEY September 1985-June 1986
Harry H. Dow Fellowship, Legal Services Center

STUDENT INTERN May 1984-May 1985
Harry H. Dow Student Intern, Chinatown Outreach

LEGAL RESEARCH ASSISTANT Summer 1983
Professor William F. Willier
Boston College Law School

COMMUNITY ACTIVITIES

Member: Quincy School Community Council, 1983-
present. President, 1986-88.

Harry H. Dow Memorial Legal Assistance Fund,
Trustee, 1988-present. Co-Chair, Friends of
the Dow Fund, 1987-present.

Asian Community Development Corporation,
1987-present.

Governor's Advisory Council on Refugee
Resettlement, 1985-present.

International Institute of Boston,
Victim Assistant Advisory Board, 1987-
present.

AFFILIATIONS

Asian American Lawyers Association of Massachusetts
Massachusetts Bar Association
Boston Bar Association

Wah Don Ng
7 Mendelssohn Street
Roslindale, MA 02131
(617) 327-3831

MAR, 5 1991

WORK EXPERIENCE:

1979 to Massachusetts Commission Against Discrimination
Present Boston, Massachusetts

SUPERVISOR: CONTRACT COMPLIANCE / MINORITY BUSINESS / GOODS AND SERVICES UNIT: June 1987 to Present. Developed the Commonwealth's Goods and Services Program. Supervise the Contract Compliance Unit. Monitor and enforce the Commonwealth's Contract Compliance / Minority Business Enterprise Program. Investigate and formulate Non-Compliance Hearings. **Compliance Coordinator:** Developed computerize programs for tracking municipalities Civil Rights / Affirmative Action Programs in the areas of employment, fair housing, contract compliance and minority / women business performance. Evaluate municipal performance and assign compliance status for each municipality.

CONTRACT COMPLIANCE OFFICER: December 1979 to June 1987. Enforce and monitor the Commonwealth's Equal Employment Opportunity / Affirmative Action (EEO / AA) regulations. Develop contract compliance systems and minority / women business enterprise programs. Provide training and assistance to state and municipal EEO/AA officers. Conduct reviews of Civil Rights activities implementation and performance. Investigate complaints and non-compliance activities. Represent the state in EEO/AA meetings and conferences. Provide assistance to private sector in compliance with EEO/AA regulations. Established liaison between governmental and community agencies.

1976 to Third World Jobs Clearing House, Inc.
1979 Boston, Massachusetts

PROJECT DIRECTOR: April 1979 to December 1979. Implemented office procedures and systems. Supervised staff of fourteen. Responsible for follow-up of staff assignments, monthly activities report, planning and staff training. Participated in city and state liaison meetings and negotiated affirmative action goals.

AREA SUPERVISOR/SENIOR COUNSELOR: April 1978 to March 1979. Supervisor: Supervised operations in Cambridge and Worcester offices. Assisted and supported office directors setup and implemented office operating procedures and filing systems. Senior Counselor: Supervised four counselors in job development, conducting recruitment and making placements. Provided counseling to clients. Conducted continual training

sessions for counselors. Established working relationships with contractors, awarding agencies and community organizations.

JOB COUNSELOR: November 1976 to March 1978. Responsibilities included recruitment and placement of workers, intakes, skill assessment, counseling workers. Conducted construction site monitoring and outreach to community organizations.

1974 to Mon Hing Trading Company, Inc.
1976 Boston, Massachusetts

MANAGER: Supervised five employees. Responsible for inventory stocking, purchase and sales of imported dry goods, and customer relations.

1967 to Chinaway Restaurant, Inc.
1974 Pembroke, Massachusetts

Manager: Supervised daily operations. Responsible for hiring, merchandise procurement, and customer relations.

1963 to U. S. Army
1966 Rank: E-5. Honorable Discharge.

EDUCATION:

1988 University of Massachusetts
Boston, Massachusetts

Community Planning and Public Services Management. B. A.

1978 University of Detroit
Detroit, Michigan

Course: Managing Staff for Results.

1977 Wentworth Institute
Boston, Massachusetts

Course: Construction Management.

MEMBER OF:

Asian Workers Coalition
Chinese Economic Development Council, Manpower Committee
Chinatown Land and Housing Development Task Force
Copley Place Task Force
Vocational English Education Program, Committee

GENERAL:

Speak, read and write Chinese.
Notary Public of the Commonwealth of Massachusetts

References: Available upon request.

Jeffrey W. H.
1000 North Street
Boston, Massachusetts

Work:

1973-present Manager, Shanghai Printing Co., Boston
1969-1970 Senior Engineer, Raytheon Co., Boston
1967 Engineer, Naval Ordnance Laboratory
White Oak, Maryland

Community Service:

1977-1978 Assistant Scoutmaster, Troop 1, Brookline
1977-1978 Long Range Planning Committee, Newton Montessori
School, Newton
1963-1968 Board of Directors, South Cove Y.M.C.A.
1970-1972 August Moon Festival
1970 Minuteman Grievance Task Force
1967-1970 Chinese-Americans for Tomorrow (C.A.T.)
Chairperson, 1969-1970
1968-1970 C.A.T.-C.I.C./N.I.T. Joint Tutoring Program
Director, 1970

Education:

1968 M.S., M.I.T.
1966 B.S., M.I.T.
1962 Boston Latin School
1956 Quincy School (Tyler Street)

Asian Community Development Corporation Board Member

One woman's crusade to bridge the gap for minorities

By Nina McCain
Globe Staff

On a recent evening, some 500 Asian-Americans gathered at the Newton Marriott. There were Chinese, Japanese, Koreans, Filipinos, Vietnamese, Laotians, Cambodians and members of most of the other nationalities that are among the fastest growing immigrant groups in the Boston area. The groups are separated by divisions of language and culture, of outsiders vs. newcomers, of traditionalists vs. progressives.

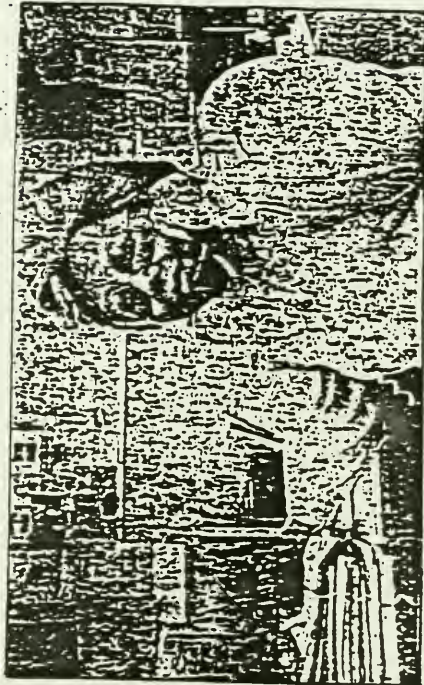
But, that night at least, their differences took a back seat to the celebration of the things they have in common and to their respect and affection for the woman who not only organized the dinner, but who has done as much or more than anyone else in Boston to make the theme of Asian-American unity a reality.

When Caroline Chang spoke, she received the largest and warmest response of the evening.

In her professional capacity as the director of the Department of Health and Human Service's regional Office for Civil Rights, Chang is a staunch defender of the rights of all minorities.

As a community leader for the last 20 years, Chang has been quietly and skillfully building bridges, bridges between factions of the Asian-American community, bridges between the community and city government, bridges between Chinatown and other neighborhoodhoods.

"She is one of the real givers in the Asian community," says Barbara Aronwine, director of the Boston Bar Association's Lawyers Committee for Civil Rights. "She has an incredible power to bring groups together, to be able to make people work together."



Caroline Chang, director of the regional Office for Civil Rights. Globe staff photo/Mark O'Brien

Suzanne Lee, chairwoman of the Chinese Progressive Association, says that while Chang, 46, is viewed as a member of the "older generation," she is also influential with younger activists.

"People from both groups can relate to her," Lee says. "She is highly regarded as the initiator of a lot of projects and ideas and for bringing people together."

Since 1970, when she helped to found the Chinese American Civic Association, Chang has been involved in almost every major endeavor that

CHANG, Page A12

■ CHANG

Continued from Page A8
touched the lives of Asian Americans. She was manager of Chinatown's Little City Hall from 1970 to 1974, cofounder and president of the South Cove Community Health Center in Chinatown, one of the founders of the Asian American Lawyers Association, president of the Asian American Forum and, most recently, chairwoman of the unity dinner.

Chang says the dinner was important both as a statement of the growing size and importance of the Asian-American community, which now numbers about 75,000 in the state, and as a way for people to get to know each other.

"In our busy lives, we never take time to look around and see who else is in the same boat," she says. "If we don't know the people, if we haven't interacted as human beings, it makes the questions harder to ask."

"... I firmly believe that communication and networking are very important for effective action. Minorities have the least access. It makes sense that we should talk to each other for the collective good."

'Agree to differ'

Chang knows that merely talking will not solve the problems of jobs, housing and discrimination that face Asian Americans, but she sees it as a necessary first step.

"I'm realistic and practical enough to know that doesn't take care of the whole situation," she says, "but the fact you've had a dialogue helps you to know each other as human beings and you can agree to differ."

Chang's emphasis on dialogue and negotiation have drawn criticism from some community activists who want her to take stronger stands.

"Personally, I think people can play different roles... but I do think if she could be more vocal, it would help the community," Lee says.

Chang, a comfortable, unpre-

tentious woman who smiles easily and laughs frequently, says she has learned to focus on the issues and not take the criticism personally.

"I have to live with my style," she says. "I don't mind speaking up when I feel I have to."

Those who have worked with her over the years say she can be a tough negotiator when the occasion demands.

"She's very, very strong," says Neil Chin, a longtime community activist. "... She won't compromise what she feels to be right, but she says it in such a nice way you don't resent it."

A close-knit village

Chang says her community-service work grew naturally out of her childhood experience of serving as a translator for her widowed mother. Her father, who opened one of the first suburban Chinese restaurants in North Reading in the early 1950s, died when she was 15. Even before that, Chang was responsible for taking care of her two younger brothers and sister while her mother worked in the garment industry.

She remembers Chinatown in those days as a close-knit "little village" where everyone kept an eye on other people's children and she served as the link to the English-speaking world for anyone who needed help.

"In those days, so few people spoke English, I ended up being the interpreter for quite a few people," she recalls. "If someone had to go to the doctor, I went along."

Chang, who describes herself with a laugh as "one of those teacher's pets," did well in school, read voraciously ("I was almost the entire circulation of the Chinatown branch of the Boston Public Library") and graduated near the top of her Girls Latin class, winning the math prize.

She went on to work her way through Boston University, majoring in math, and to a job with the Avco Corp., where she was the first Asian and the first woman in the flight-test department that

used radar and optical data to reconstruct the trajectories of test missiles.

Lawyer in the forefront of Chinatown's struggles

DOWNTOWN PROFILE

Jean Riosman

WHIEN Hsien Lee graduated from law school in 1977, and came to Greater Boston Legal Services expecting to stay two years.

Two years later he stretched into 16, and in the last 14 months Lee has not only become managing attorney for the Jamaica Plain GBLA office, she has been part of almost every Chinatown advocacy group and community organizing campaign.

"It took two years to learn this community," she said. "And when I understood a little more what was going on in Chinatown, I made an investment here."

The year 1977 was a tumultuous time to arrive in Chinatown. With the Medical School district, neighboring to a slum area, and a large number of returning students who had already lost housing and land in urban renewal area brought expansion.

Then the city tried to take over a small community building on Oak Street with a day-care center and other services in it for a Tuller/Haw England Medical Center parking lot.

"There was a strong outcry from the community," Lee said. "I got involved."

This is an understatement from Lee who has also been president of the South Cove Community Health Center board, a council member of the Quincy Community School, and a prime mover on the Chinatown Housing and Land Development Task Force.

Lee was on the committee of seven neighborhood leaders who negotiated a comprehensive treaty with Tuller/Haw England.

Tuller got the buildings, but not the parking lot, and the committee forged a historic agreement: moving the garment workers to city-owned industrial site and ending community benefits worth more than \$1 million in scholarships, employment training, and rights to a parcel of land, once held.

Lee's first assignment at GBLA as a graduate fresh out of New York University Law School was to head the Chinatown outreach office, where she spent five years.

Immigration, housing and family law are her specialties.

Her most recent legal victory was to win a temporary reprieve for two 31-year-old Afghan refugees the federal government has been trying to deport.

The U.S. has refused to give asylum or free passage to the two cousins, who were arrested here on routes to Canada on false passports after being jailed for anti-boyed activity at home.

"It is ironic that they were in jail longer here than in Afghanistan," Lee remarked.

Jamaica Plain GBLA has been providing the legal back up for the community's "sit-in" fight, where community groups are protesting against evictions in high displacement areas.

Other than that, the housing unit represents mostly "people coming in with 100 percent rent increases to take to the local Equity Board," she said, "and tenants seeking building code enforcement."

Her work with families has focused on domestic violence.

"There is a perception that the Asian family is very close-knit," she said. "But there is quite a bit of spouse abuse."

As a Sabbathday year — "the way

to survive legal services," she said — Lee went back to school in Urban Studies and Planning in the MIT Urban Fellows Program.

Lee, 34, was born in China and grew up in Hong Kong. She came to New York when she was eight, and is going back to Asia for the first time to visit her parents and two sisters in October.

She represents the fourth of her family's generation in this country. Her grandfather and grandfather's father each came alone to New York's Chinatown, later sending for their wives.

Lee has made an effort to bridge the generations. Each family, she explained, has a traditional benevolent association, in which the last generation provides an instant extended family, and she has been instrumental in the Lee Family Association.

"I think it is an important part of my history," she said. "You have to recognize them as part of our history, involved in social service before they were federally funded. They took care of the needy, mediated community disputes."

Benevolent family associations even provide financing or partnerships for businesses, "small scale community development."

If she has any criticism of her community, it is its tendency to be "insular."

"We don't reach out to other neighborhoods and other groups," she said, and Chinese newspapers provide little information about what is going on in other parts of the city.

"I identify this community very much as my community," she said. "No matter where a Chinese American lives, they identify with Chinatown."

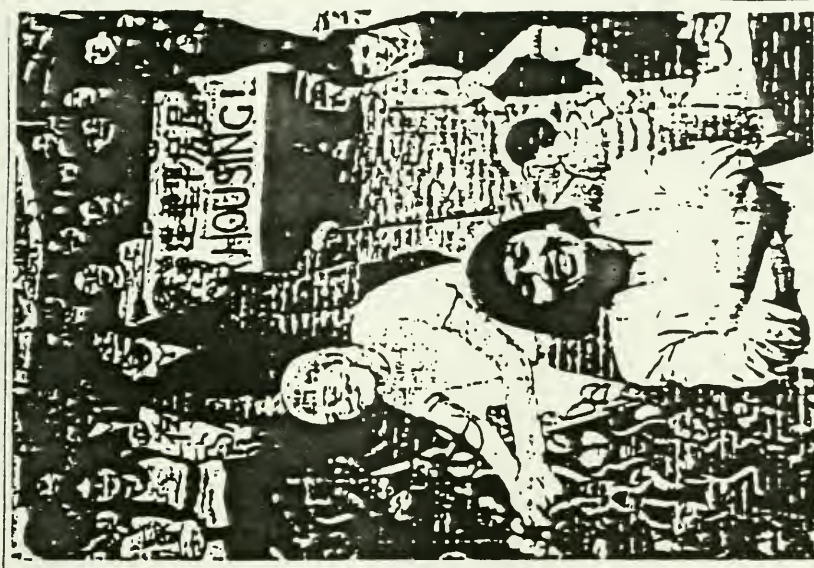


Photo by Henry Jones
COMMUNITY LEADER, Regina Lee with rural depicting the people of Chinatown

Asian Community Development Corporation Executive Director

CONSULTANT
THE COMMUNITY BUILDERS

FACT SHEET

THE COMMUNITY BUILDERS, INC.

95 Berkeley Street
Boston, MA 02116
(617) 695-9595

DESCRIPTION:	A nonprofit corporation that works with community-based development organizations to create affordable housing and commercial facilities serving low-and moderate-income persons.
FOUNDED:	1964
NUMBER OF EMPLOYEES:	172
EXECUTIVE DIRECTOR:	Patrick E. Clancy
CLIENT SERVICES:	Development, finance, property management, and social service coordination.
OFFICES:	Boston, MA: 95 Berkeley St. Springfield, MA: 75 Marketplace Providence, R.I.: 56 Pine St.
AREAS PRESENTLY SERVED:	Massachusetts, Rhode Island, Connecticut, Vermont and New York.
HOUSING DEVELOPMENTS:	Constructed over 5,900 affordable housing units, housing more than 26,000 people, with total financing of \$370 million. An additional 2,000 housing units are under way.
ECONOMIC DEVELOPMENT:	Completed 343,000 square feet commercial/retail space including Boston headquarters at 95 Berkeley Street.
EQUITY FINANCE:	Equity financing exceeds \$93 million in some 29 developments.
PROPERTY MANAGEMENT:	2,998 units under management in 41 developments.

THE COMMUNITY BUILDERS, INC.

List of housing developments completed as developers or as development consultants, starting with developments containing the greatest number of units. This list contains completed developments that were closed in 1980 or later. Developments still under way are not included.

Recently Completed Projects (1990)

Name: Granite Lean Park/BHP II Location: Boston
(development consultant)

Low: 143 # Moderate: # Market: Total Units: 143

Subsidy Types (if any): MHFA, 22(61)(9) coinsurance,
Section 8, Equity Syndication
City Linkage

Construction Complete Date: October 1989

Date Substantially Occupied: November 1989

Name: Kilmarmock Street/West Fenway Apts. Location: Boston
(development consultant)

Low: 74 # Moderate: 10 # Market: 23 Total Units: 107

Subsidy Types (if any): HUD Section 202, MHFA, SHARP
Section 8, H.I.F., Equity
Syndication

Construction Complete Date: February 1990

Date Substantially Occupied: June 1990

Name: Webster Meadows Location: Webster, Massachusetts

Low: 70 # Moderate: # Market: Total Units: 70

Subsidy Types (if any): HUD Section 202, Section 8 rental
assistance

Construction Complete Date: March 1990

Date Substantially Occupied: May 1990

Name: TDC III Apartments Location: Boston
(development consultant)

Low: 22 # Moderate: 14 # Market: 23 Total Units: 59

Subsidy Types (if any): MHEA, SHARP, Linkage, Equity
Syndication

Construction Complete Date: March 1990

Date Substantially Occupied: April 1990

The Community Builders, Inc.

List of housing developments completed as developers or as development consultants starting with developments containing the greatest number of units. This list contains completed developments that were closed in 1980 or later. Developments still under way are not included.

Name Tent City/Leighton Park Location Boston, MA
 MHFA, SHARP Neigh-
 borhood Develop-
 ment Fund, Ch. 707,
 # Low: 99 # Moderate: 86 # Market: 74 Subsidy Types: U.S. Trust Co.
Shawmut Bank
 Date of Initial/Mortgage Application: _____
 Date of SHARP Award: 08/14/84
 Date Loan was Closed and Recorded: 12/29/86
 Construction Complete Date: _____
 Date Substantially Occupied: _____

Name Vivendas La Victoria II Location Boston, MA
 Section 3
 # Low: 190 # Moderate: _____ # Market: _____ Subsidy Types: New Construction
 Date of Initial/Mortgage Application: 12/11/78
 Date of SHARP Award: _____
 Date Loan was Closed and Recorded: 09/29/80
 Construction Complete Date: 05/11/82
 Date Substantially Occupied: 06/ /82

Name Madison Park IV Location Boston, MA
 Section 3
 # Low: 143 # Moderate: _____ # Market: _____ Subsidy Types: New Construction
 Date of Initial/Mortgage Application: 06/27/78
 Date of SHARP Award: _____
 Date Loan was Closed and Recorded: 12/23/81
 Construction Complete Date: 07/06/83
 Date Substantially Occupied: 07/06/83

Name Back of the Hill Apartments Location Boston, MA
 HUD 202
 # Low: 125 # Moderate: _____ # Market: _____ Subsidy Types: Section 3
 Date of Initial/Mortgage Application: 05/ /77
 Date of SHARP Award: _____
 Date Loan was Closed and Recorded: 01/23/81
 Construction Complete Date: 02/25/81
 Date Substantially Occupied: 03/01/81

Name 50 Washington Square Location Newport, RI
RIHMFEC mortgage
financing and
Targeted Loan:
City of Newport
* Low: 103 # Moderate: 0 # Market: 0 Subsidy Types: CDBG, Sec. 8

Date of Initial/Mortgage Application: 6-22-87
Date of SHARP Award: N/A
Date Loan was Closed and Recorded: 4-4-88
Construction Complete Date: 12-31-88
Date Substantially Occupied: 3-89

Name Quincy/Geneva Location Boston, MA
Chapter 707,
* Low: 91 # Moderate: # Market: Subsidy Types: Section 8, Section 8 Mod., SHARP, Rental Rehab.

Date of Initial/Mortgage Application: 10/01/84
Date of SHARP Award: 8/14/84
Date Loan was Closed and Recorded: 04/09/85
Construction Complete Date: 04/01/87
Date Substantially Occupied: 04/ /87

Name Lena Park BHP I Location Boston, MA
SHARP, 707, Sec. 8
* Low: 81 # Moderate: # Market: Subsidy Types: Sec. 8 Mod., Rehab.

Date of Initial/Mortgage Application: (FNMA) 02/07/84
Date of SHARP Award: (FNMA) 8/14/84
Date Loan was Closed and Recorded: 04/03/85
Construction Complete Date: 02/15/87
Date Substantially Occupied: 02/15/87

Name Aurora Hotel Location Worcester, MA
SHARP
* Low: 45 # Moderate: # Market: 40 Subsidy Types: Sec. 707, Sec. 8, Rental Rehab., Weatherization

Date of Initial/Mortgage Application: 12/ /85
Date of SHARP Award: 9/86
Date Loan was Closed and Recorded: 10/31/86
Construction Complete Date: 12/30/86
Date Substantially Occupied: 04/30/87
Roxbury

Name Urban Edge BHP I Location 6 Jamaica Plain MA
Sec. 707,
* Low: 82 # Moderate: # Market: Subsidy Types: Sec. 8, SHARP

Date of Initial/Mortgage Application: 08/ /84

File Substantially Completed

10/1/82

Name Restoration Housing Location Boston, MA
Section 8
Low: 31 # Moderate: # Market: Subsidy Types: Substantial Rehab.
Date of Initial/Mortgage Application: 06/ /80
Date of SHARP Award:
Date Loan was Closed and Recorded: 06/30/81
Construction Complete Date: 07/ /82
Date Substantially Occupied: 08/ /82

Name Uxbridge/Millville Regional Location Uxbridge & Millville MA
Low: 80 # Moderate: # Market: Subsidy Types: HUD 202, Sec 3
Date of Initial/Mortgage Application: 06/ /81
Date of SHARP Award:
Date Loan was Closed and Recorded: 11/ /82
Construction Complete Date: 01/ /84
Date Substantially Occupied: 01/ /84

Name Fields Corner BHP I Location Boston, MA
SHARP, 707
Low: 44 # Moderate: # Market: 32 Subsidy Types: Sec. 8 Exist.
10/31/84 & resubmitted
Date of Initial/Mortgage Application: 12/04/84
Date of SHARP Award: 3/14/84
Date Loan was Closed and Recorded: 04/11/85
Construction Complete Date: 01/21/86
Date Substantially Occupied: 11/30/86

Name Mission Hill BHP I Location Boston, MA
SHARP, 707, Sec. 8,
Low: 38 # Moderate: 36 # Market: Subsidy Types: Sec. 8 Mod. Rehab
Date of Initial/Mortgage Application: 08/29/84
Date of SHARP Award: 3/14/84
Date Loan was Closed and Recorded: 03/27/85
Construction Complete Date: 05/31/86
Date Substantially Occupied: 09/01/86

Name RTH Community Housing Location Boston, MA
Low: # Moderate: 67 # Market: Subsidy Types: None
Date of Initial/Mortgage Application: 12/ /82
Date of SHARP Award:
Date Loan was Closed and Recorded: 10/28/83
Construction Complete Date: 03/ /84
Date Substantially Occupied: Buildings were occupied during rehabilitation

Name Cheriton Grove Apartments (Elderly) Location Boston W Roxbury MA

* Low: 60 * Moderate: _____ * Market: _____ Subsidy Types: HUD, 202, Sec. 8

Date of Initial/Mortgage Application: 06/ /83

Date of SHARP Award: _____

Date Loan was Closed and Recorded: 09/ /85

Construction Complete Date: 02/ /87

Date Substantially Occupied: 03/ /87

Name Merrimack Valley Apartments Location Methuen, MA

* Low: 60 * Moderate: _____ * Market: _____ Subsidy Types: HUD, 202, Sec. 8

Date of Initial/Mortgage Application: 06/ /81

Date of SHARP Award: _____

Date Loan was Closed and Recorded: 10/ /82

Construction Complete Date: 10/ /83

Date Substantially Occupied: 10/ /83

Name Dorchester Bay BHP I Location Uphams Corner, Dorchester, MA

* Low: 58 * Moderate: _____ * Market: _____ Subsidy Types: Sec. 8, 707, SHARP

Date of Initial/Mortgage Application: 08/13/84

Date of SHARP Award: 8/14/84

Date Loan was Closed and Recorded: 04/18/85

Construction Complete Date: 08/ /86

Date Substantially Occupied: 08/ /86

Name Dimock-Braddon Apartments Location Boston, MA
Sec. 8 Sub-

* Low: 54 * Moderate: _____ * Market: _____ Subsidy Types: stantial Rehab.

Date of Initial/Mortgage Application: 07/31/81

Date of SHARP Award: _____

Date Loan was Closed and Recorded: 09/30/82

Construction Complete Date: 02/ /84

Date Substantially Occupied: 03/ /84

Name Mill Pond Apartments Location Littleton, MA

* Low: 50 * Moderate: _____ * Market: _____ Subsidy Types: HUD 202, Sec. 8

Date of Initial/Mortgage Application: 06/ /82

Date of SHARP Award: _____

Date Loan was Closed and Recorded: 10/ /84

Construction Complete Date: 08/ /85

Date Substantially Occupied: 09/ /85

Name Plantation Apartments Location Stow, MA
Low: 50 # Moderate: _____ # Market: _____ Subsidy Types: HUD 202 Sec 8
Date of Initial/Mortgage Application: 06/ /81
Date of SHARP Award: _____
Date Loan was Closed and Recorded: 09/ /82
Construction Complete Date: 08/ /83
Date Substantially Occupied: 08/ /83

Name Oxford Gardens Location Providence R.I.
R.I. Housing City
of Prov. Targeted
Loan Fund,
Low: _____ # Moderate: _____ # Market: _____ Subsidy Types: State Rental Assistance
Date of Initial/Mortgage Application: _____
Date of SHARP Award: _____
Date Loan was Closed and Recorded: _____
Construction Complete Date: _____
Date Substantially Occupied: _____

Name Belle Street Apartments Location Springfield, MA
MHFA, SHARP.
Low: 12 # Moderate: _____ # Market: 35 Subsidy Types: Rental Rehab UDAG
Date of Initial/Mortgage Application: 10-11-85
Date of SHARP Award: 6/11/85
Date Loan was Closed and Recorded: 06-30-87
Construction Complete Date: 09-30-88
Date Substantially Occupied: 10-31-88

Name South Holyoke Housing Location Holyoke, MA
MHFA, SHARP
Low: 34 # Moderate: _____ # Market: 14 Subsidy Types: Chapter 107
Date of Initial/Mortgage Application: 4-14-86
Date of SHARP Award: 6/10/86
Date Loan was Closed and Recorded: 12-15-87
Construction Complete Date: 01-17-90
Date Substantially Occupied: 01-17-90

Name Jefferson Avenue School Location Springfield, MA
HUD 202 Mortgage
Low: 44 # Moderate: _____ # Market: _____ Subsidy Types: Sec. 8 Rental
Date of Initial/Mortgage Application: 04-24-87
Date of SHARP Award: N/A
Date Loan was Closed and Recorded: 10-87
Construction Complete Date: 10-18-88
Date Substantially Occupied: 12-17-88

Name Rockdale House (Elderly) Location Northbridge, MA
Low: 40 # Moderate: # Market: Subsidy Types: HUD 202, Sec. 3
Date of Initial/Mortgage Application: 06/ /84
Date of SHARP Award:
Date Loan was Closed and Recorded: 06/ /86
Construction Complete Date: 07/ /87
Date Substantially Occupied: 07/ /87

Name Orchard View Apartments Location Easthampton, MA
HUD 202 Mortgage
Low: 40 # Moderate: # Market: Subsidy Types: Sec. 3 Rental
Date of Initial/Mortgage Application: 08-14-87
Date of SHARP Award: N/A
Date Loan was Closed and Recorded: 09-25-87
Construction Complete Date: 06-29-88
Date Substantially Occupied: 07-15-88

Name Franklin School Apartments Location Lexington, MA
SHARP, Sec. 3/
Low: 11 # Moderate: 27 # Market: Subsidy Types: Ch. 707 certifi-
cates
Date of Initial/Mortgage Application: 10/11/85
Date of SHARP Award: 6/11/85
Date Loan was Closed and Recorded: 03/21/86
Construction Complete Date: 02/ /87
Date Substantially Occupied: 12/ /86

Name Hubbardston House (Elderly) Location Hubbardston, MA
Low: 36 # Moderate: # Market: Subsidy Types: HUD 202, Sec. 3
Date of Initial/Mortgage Application: 06/ /83
Date of SHARP Award:
Date Loan was Closed and Recorded: 09/ /85
Construction Complete Date: 07/ /86
Date Substantially Occupied: 08/ /86

Name River-Howard Homes Location
Federal public
Low: 32 # Moderate: # Market: Subsidy Types: housing, turnkey
Date of Initial/Mortgage Application: 10/ /79
Date of SHARP Award:
Date Loan was Closed and Recorded: 04/01/80
Construction Complete Date: 04/14/81
Date Substantially Occupied: 06/ /81

Name New Hope Housing Location _____
Low: 12 # Moderate: _____ # Market: _____ Subsidy Types: Section 807
Date of Initial/Mortgage Application: 03/27/85
Date of SHARP Award: _____
Date Loan was Closed and Recorded: 12/20/85
Construction Complete Date: 03/31/87
Date Substantially Occupied: 05/31/87

Name Neptune Road Replacement Housing Location East Boston, MA
Low: _____ # Moderate: 37 # Market: _____ Subsidy Types: MA port Authority
Date of Initial/Mortgage Application: N/A
Date of SHARP Award: N/A
Date Loan was Closed and Recorded: N/A
Construction Complete Date: N/A
Date Substantially Occupied: N/A
* Project involved relocating residents to individual homeownership replacement housing. Each resident applied for conventional mortgage financing.

Name Touraine Hotel Location New Bedford
Low: _____ # Moderate: _____ # Market: _____ Subsidy Types: MHFA, SHARP, MHP
Date of Initial/Mortgage Application: _____
Date of SHARP Award: 10/13/87
Date Loan was Closed and Recorded: _____
Construction Complete Date: _____
Date Substantially Occupied: _____

Name Back of the Hill Condominiums Location _____
Low: 12 # Moderate: 6 # Market: _____ Subsidy Types: CDBG grant; MHFA 1st-time home buyer mortgages
Date of Initial/Mortgage Application: 04/ /84
Date of SHARP Award: _____
Date Loan was Closed and Recorded: 10/15/85
Construction Complete Date: 02/23/87
Date Substantially Occupied: 03/05/87

ARCHITECTS

WOO & WILLIAMS

JOHN GOODRICH WILLIAMS
Woo & Williams, Inc.
497 Massachusetts Avenue
Cambridge, MA 02139
Telephone (617)547-6757
FAX (617)547-6757

REGISTRATION:

Registered Architect: Commonwealth of Massachusetts,
Maine, South Carolina, and Rhode Island
National Council of Architectural Registration Boards
Registered Landscape Architect in Massachusetts

EDUCATION:

1966 - 1968	HARVARD GRADUATE SCHOOL OF DESIGN Master of Landscape Architecture	Cambridge, MA
1962 - 1966	UNIVERSITY OF PENNSYLVANIA Master in Architecture	Philadelphia, PA
1958 - 1962	HAVERFORD COLLEGE Bachelor of Arts in English Literature	Haverford, PA

PROFESSIONAL EXPERIENCE:

1979 - Present	WOO & WILLIAMS Principal Architecture, Landscape Architecture, and Urban Design	Cambridge, MA
1969 - 1978	SERT, JACKSON ASSOCIATES, INC. Associate/Principal Architects and Planners	Cambridge, MA

TEACHING:

1970 - Present	BOSTON ARCHITECTURAL CENTER Steering Committee: Landscape Architecture Curriculum Continuing Education Committee Visiting Critic	
1974 - 1987	HARVARD GRADUATE SCHOOL OF DESIGN Lecturer, Department of Architecture Course: History and Theory of Landscape Architecture	
1972 - 1974	HARVARD GRADUATE SCHOOL OF DESIGN Design Critic in Landscape Architecture Department of Landscape Architecture	
1989	UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE College of Architecture Visiting Critic	

1990

AUBURN UNIVERSITY
Department of Landscape Architecture
Visiting Critic
Guest Lecturer: "Unnatural Intervention: The Great
Place", February 1990

AWARDS AND COMPETITIONS:

May, 1989

THE CHARLES HILGENHURST MEDAL, Boston Society of Architects
Award for Excellence in Architecture for the Athletes
Reporters' Village, 1988 Olympics, Seoul, Korea

June, 1985

Winner of International Design Competition for
Athlete's and Reporter's Village for the 1988 Summer
Olympics, Seoul, Korea. Firm awarded the commission
construction completed 1988.

May, 1985

1985 PRESERVATION AWARD, Massachusetts Historical
Commission
Associates Block, Arlington, Massachusetts for "outstanding
rehabilitation of a prominent group of storefronts
Arlington's Town Center Historic District"

October, 1984

PRESIDENTIAL DESIGN ACHIEVEMENT AWARD, National Endowment
for the Arts: In Recognition of Excellence in Design by
the Government of the United States of America for the
Jordan Pond House Visitor Center, Acadia National Park,
Mount Desert, Maine

May, 1983

THE CHARLES G. HILGENHURST MEDAL,
Boston Society of Architects
Award for Excellence in Architecture for the Jordan Pond
House Visitor Center, Acadia National Park,
Mount Desert, Maine

January, 1981

Progressive Architecture Awards,
Citation for the Design of the Jordan Pond House
Acadia National Park
Mount Desert, Maine

WORKS PUBLISHED:

1990

Harvard Faculty Townhouses
Architecture, January, 1990

1989

Harvard Faculty Townhouses,
The Boston Globe, September 19, 1989

1988

Seoul Olympic Athlete's and Reporter's Village,
Architectural Record, November, 1985 and September, 1988
Progressive Architecture, October, 1988
Arbiters, April, 1989
Washington Post, September 17, 1988
Architectural Plus, September, 1988
The Boston Globe, July 2, 1985, February 26, 1988,

September 20, 1988
USA Today, June 17, 1988
Sports Inc., August, 1988
National Development, June, 1988

- 1985 Exhibition: Bank of Boston and Harvard University Graduate School of Design
 "Establishing a Threshold: Twelve Architectural Practices in Boston", Catalog Published by Harvard University Graduate School of Design
- 1984 "The Park Service as Client: II,"
 Architecture, Acadia National Park, Mount Desert, Maine, Dec. 1984
- 1984 "The Jordan Pond House," Landscape Architecture, Acadia National Park, Mount Desert, Maine, Jan-Feb. 1984
- 1983 "A Gardenmaker's Summerplace," Thuya, Garden Design, Mount Desert, Maine, vol.II, no.II
- 1982 Milstein Garden, Garden Design, vol. I, no.II
- 1981 The Jordan Pond House, Progressive Architecture, Jan 1981

COMMUNITY AND PROFESSIONAL ORGANIZATIONS:

- 1989 Boston Society of Architects
 Board of Directors
 Commissioner of Professional Practice
- 1985 - Boston Society of Architects
 Present American Institute of Architects
- 1972 - Boston Society of Landscape Architects
 Present American Society of Landscape Architects
- 1977 - 1982 Trustee, WGBY - 57 Public Television,
 Springfield, Massachusetts
- Executive Committee, Board of Overseers
 Shady Hill School
 Cambridge, Massachusetts

KYU SUNG WOO

Date of Birth 9 February 1941
Registration: Registered Architect in Massachusetts
Member of the American Institute of Architects

EDUCATION

1968-1970 Urban Design Program
Graduate School of Design,
Harvard University
M.Arch. in Urban Design
1967-1968 School of Architecture, Columbia
University
M.S. in Architecture
1964-1966 Department of Architecture,
Seoul National University
M.S. in Architectural Engineering
1961-1963 Department of Architecture,
Seoul National University
B.S. in Architectural Engineering
1959-1961 Premedical Course, College of Liberal
Arts and Science, Seoul National
University

PROFESSIONAL EXPERIENCE

1979-Present Principal, Woo & Williams,
Architecture, Landscape Architecture,
and Urban Design,
Cambridge, Massachusetts
1975-1978 Principal, Woo Associates,
Architecture and Urban Design
Cambridge, Massachusetts
1975 Senior Urban Designer, Mayor's Office
of Midtown Planning and Development,
City of New York
1973-1980 Urban Design Consultant, Harbison New
Town, South Carolina
1970-1974 Associate, Sert, Jackson & Associates,
Cambridge, Massachusetts

1965-1967

Chief of Urban Design, The Housing,
Urban and Regional Planning Institute,
Korean Ministry of Construction

AWARDS & COMPETITIONS

May, 1989

Award for Excellence in Architecture in
the 1988 Boston Export Awards

June, 1985

First Prize, International Competition
for 1988 Seoul Olympic Athletes and
Reporters Village

October, 1984

Presidential Design Achievement Award,
National Endowment for the Arts: In
Recognition of Excellence in Design
for the Government of the United States
of America

May, 1983

The Charles G. Hilgenhurst Medal,
Award for Excellence in Architecture in
the 1983 Boston Exports

January, 1981

Progressive Architecture Awards,
Citation for the Design of the Jordan
Pond House, Acadia National Park, Mount
Desert, Maine

April, 1975

A Winner, Roosevelt Island Housing
Competition, National Competition
Sponsored by New York State Urban
Development Corporation

January, 1973

First Prize: Manchester Street Park
Competition, National Urban Design
Competition Sponsored by the Urban
Renewal Authority of Pittsburgh,
Pennsylvania

TEACHING

1989

Director, Housing Prototype Design
Program. School of Architecture and
Planning, Massachusetts Institute of
Technology

1980-1984

Design Critic in Architecture,
Department of Architecture, School
of Architecture and Planning,
Massachusetts Institute of Technology

1979

Design Critic in Architecture,
Harvard Graduate School of Design

1975-1978

Associate Professor, Department of Architecture, School of Architecture and Planning, Massachusetts Institute of Technology

FELLOWSHIPS

1969

The JDR 3rd Fund Travelling Fellowship

1968

The JDR 3rd Fund Fellowship

1968

William Kinne Travelling Fellowship, Columbia University

1967

Hawkins Fellowship, Columbia University

1967

The Asia Foundation Travelling Fellowship

WORKS PUBLISHED

1989

Harvard Faculty Townhouses,
The Boston Globe, September 19, 1989

1988

Seoul Olympic Athlete's and Reporter's Village,
Architectural Record, November, 1985 and September, 1988
Progressive Architecture, October, 1988
Abitare, April, 1989
Washington Post, September 17, 1988
Architectural Plus, September, 1988
The Boston Globe, July 2, 1985, February 26, 1988, September 20, 1988
USA Today, June 17, 1988
Sports Inc., August, 1988
National Development, June, 1988

1987

Exhibition: "The Experimental Tradition: Twenty-five Years of American Architecture Competitions" by the Architectural League of New York

1985

Exhibition: At the Bank of Boston and Graduate School of Design
"Establishing a Threshold: Twelve Architectural Practices in Boston Catalogue Published by Harvard University Graduate School of Design

1981

Jordan Pond House, Progressive Architecture, January, 1981

- 1977 "Wheeler Hill, framework for a residential development," Space, August, 1977
- 1975-1976 The Roosevelt Island Housing Competition, Progressive Architecture, July, 1975. The New York Times, June, 1975. AIA Journal, July, 1985, Architectural Record, July, 1975. Contro Spazio, February, 1976, Toshichutaku, March, 1976
- 1973 Manchester Street Park Competition, New England Architecture, May, 1973, Space, April, 1973

MEMBERSHIPS

Member of Advisory Board
EAST ASIAN ARCHITECTURE AND PLANNING
PROGRAM,
Massachusetts Institute of Technology

Member of Advisory Board
WHANKI FOUNDATION

STATEMENT OF PUBLIC PROJECTS

Project Name to be known publicly	Type of Contract	Current Status	Fee	Contract Cost	Principal/ Job Captain	Reference
1980th Innovations Department of the Navy, NETC Department, RI	Full Architectural Services	Completed 1984	\$16,000	\$200,000	John Williams	Multiple Clients
Hydrex Bowling Lanes Department of the Navy, NLC Department, RI	Full Architectural Services	Completed 1983	\$ 9,000	\$120,000	John Williams	Multiple Clients
Navy Care Center Department of the Navy, NETC Department, RI	Full Architectural Services	Completed 1984	\$15,000	\$170,000	John Williams	Multiple Clients
Reynolds Roof, Building #149 Department of the Navy, NETC Department, RI	Full Architectural Services	Completed 1983	\$ 7,000	\$160,000	John Williams	Multiple Clients
Arden Road House & Visitor Center State Park Narragansett National Park, RI	Full Landscape Architectural Services	Completed 1982	\$20,000	\$500,000	John Williams	Nancy Nelson (617)223-2296 Assistant to the Director
Public Perceptions Public Perceptions Narragansett Narragansett & Rhode Island	Full Architectural Services	Completed 1988	\$100,000	\$500,000 (estimated)	Dennis Carlsberg	Multiple Clients

Project Name (Number)	Type of Contract	Current Status	Fee	Cost, (est)	Principal/ Job Captain	Reference
STATE						
Milliken Farm Boiler Plant Feas. Study University of Massachusetts Amherst, MA 1110, Commonwealth of Mass.	Feasibility Study	Completed 1982	\$25,000	\$2,200,000	John Williams	DCFO Patrick Lynch (617)727-5481 Proj. Manager
Braylors & Renovations Canterville Armory Canterville, MA 1110, Commonwealth of Mass.	Full Landscape Services	Completed 1983	\$10,500	\$70,000	John Williams	DCFO Patrick Lynch
Alternative Model Community Residences Quincy, MA 1110, Commonwealth of Mass.	Full Architectural Services	Completed 1988	\$198,000	\$2,500,000	John Williams	Robert San Clemente (617)727-4043 Proj. Manager
Place Housing (34 units) Liberty, Congregate & Family Housing Authority Quincy, MA (1111)	Full Architectural Services	Completed 1989	\$126,700	\$3,250,000	Samuel Iersstadt	James McSherry (617)885-4314 Exec. Director
Family Housing (12 units) Ayer Housing Authority Ayer, MA (1111)	Full Architectural Services	Completed 1989	\$77,400	\$1,700,000	Stephen Baker	Kenneth Martin (617)772-2771 Exec. Director

Project Name (Owner)	Type of Contract	Current Status	Fee	Cost, (est)	Principal/ Job Captain	Reference
STATE (continued)						
Intermediate Care Facility Middleborough Housing Auth. Middleborough, MA (1117 689)	Full Architectural Services	Completed 1988	\$40,000	\$450,000	Samuel Iersbach	Roger Parent (617)947-0780 Exec. Director
MUNICIPAL						
Central School Renovations Development Board Town of Arlington Arlington, MA	Full Architectural Services	Completed 1986	\$140,000	\$2,500,000	John Williams	Alan McClellan (617)646-1000 Director of Planning
Millbrook Drive Town of Arlington Arlington, MA	Full Architectural	Completed 1984	\$15,000	\$500,000	John Williams	Alan McClellan
Storage Shed/Garage Raytheon Housing Authority Raytheon, MA	Full Architectural Services	Completed 1984	\$3,500	\$25,000	John Williams	Anne Bradley (617)824-9404 Director
Recreation Town Hall Town of Andover Andover, MA	Full Architectural Services	Contract Documents	\$20,000	\$450,000	Henriette Chu	Michael Letterer (413)253-9708 Ass. Town Manager
Associates Block Town of Arlington Arlington, MA	Landscape Architectural Services	Completed 1983	\$7,500	\$50,000	John Williams	Alan McClellan (617)646-1000

LISTING OF PUBLIC PROJECTS

Project Name	Type of Contract	Current Status	Fee	Trust. Cost	Principal/ Job Captain	Reference
RECREATION (continued)						
Central School Feasibility Study Town of Arlington Arlington, MA	Feasibility Study	Completed 1982	\$10,000	\$1,500,000	Kyu Sung Woo	Alan McClellan (617)646-1000
Millbrook Urban Design Study Town of Arlington Arlington, MA	Feasibility Study	Completed 1982	\$6,000	\$500,000	John Williams	Alan McClellan
Neighborhood Development & Development Agency Various Projects City of Boston Boston, MA	Full Architectural Services	Design Completed 1986	\$60,000	\$500,000	John Williams	Lance Bailey (617)720-4300
Olympic Athlete's & Developer's Village 5,000 units of housing with 350,000 SF of commercial space Seoul, Korea	Full Architectural Services	Completed June, 1988	\$1,200,000	\$800,000,000	Kyu Sung Woo	City of Seoul
Sports Stadiums Baseball, Soccer Multi purpose City of Seoul	Architectural Design	Under Construction	\$70,000	\$20,000,000	Kyu Sung Woo	City of Seoul

TABLE OF PUBLIC PROJECTS

Project Name Location	Type of Contract	Current Status	Fee	Inst. Cost	Principal/ Job Captain	Reference
PUBLIC, (continued)						
Arlington Storefront Studies Dean of Arlington Arlington, MA	Design Services	On-going	\$25,000	\$600,000	Kyu Sung Woo	Alan McLennan
Seaboard Park Avenues I through IV City of Columbia Columbia, SC	Urban Design & Landscape Architectural Services	Completed 1983	\$50,000	\$2,000,000	Kyu Sung Woo	Kirk Finley, Jr. (803)779-3080 former Mayor
College Place Avenues I, II, & III City of Columbia Columbia, SC	Urban Design & Landscape Architectural Services	Completed 1983	\$40,000	\$1,000,000	Kyu Sung Woo	Kirk Finley, Jr.
Western Hill City of Columbia Columbia, SC	Design Services	Completed 1980	\$60,000	\$1,000,000	Kyu Sung Woo	Kirk Finley, Jr.

CATALOG OF NON-PUBLIC PROJECTS

Project Name Location	Type of Contract	Current Status	Fee	Const. Cost	Principal/ Job Captain	Reference
Indefinite Apartments Hudsonian Development Corp. Columbia, SC	Design	Completed 1981	\$40,000	\$3,500,000	Ryu Sung Woo	Oswald Negler (803)871-6777
New Offices & Printing Plant Smith Stone Weeklies Hershey, PA	Full Architectural Services	Completed 1983	\$35,000	\$500,000	Ryu Sung Woo	William Wesserman (617)356-5141
New Offices Massachusetts Continuing Legal Education 44 School Street Boston, MA	Full Architectural Services	Completed 1986	\$50,000	\$500,000	John Williams	Jack Reilly (617)720-3606
Hudsonian New Town Hudsonian Development Corp. Columbia, SC	Planning Study	On-going	N/A	N/A	Ryu Sung Woo	Oswald Negler (803)781-6777
The Throckmoldge The Throckmoldge Associates Limited Partnership Columbia, SC	Full Architectural Services	Completed 1980	\$60,000	\$500,000	John Williams	William Harris (617)429-2229
Marblehead House & Vicklor Center Federal Foundation Marblehead, ME	Full Architectural Services	Completed 1982	\$140,000	\$1,000,000	John Williams	Nancy Nelson

LIST OF PUBLIC PROJECTS

Project Name	Type of Contract	Current Status	Fee	Cost, Cost	Principal/ Job Captain	Reference
Deerfoot Island Residential Competition New State Urban Dev. Corp. New York, NY	Competition Design	Competition Winner	N/A	N/A	Kyu Sung Woo	N/A
Westchester Street Park Design Competition Urban Redevelopment Authority Philadelphia, PA	Competition Design	First Prize	N/A	N/A	Kyu Sung Woo	N/A
New Offices/Ocean America 170 Broadway New York, NY	Full Architectural Services	Completed 1981	\$35,000	\$350,000	Kyu Sung Woo	Bradford Merritt (617)462-1211
New Balance Lobby Renov. Blumenthal, Science Center Harvard Planning Office Cambridge, MA	Full Architectural Services	Completed 1982	\$10,000	\$100,000	John Williams	Merle Rupp (617)495-5109
Italian Motorcycle Building Italian Motorcycle Associates 111 E. Columbus Avenue #3 Cambridge, MA 01105	Full Architectural Services	Completed 1988	\$250,000	\$15,000,000	John Williams	Samuel Oxenford (413)739-7327
The Summit at Four Seasons Lexington, MA	Design	Phase Construction	\$25,000	\$5,000,000 (Phase 1)	John Williams	Daniel Kinney (603)437-8888

LISTING OF NEW PUBLIC PROJECTS

Project Name	Type of Contract	Current Status	Fee	Const. Cost	Principal/ Job Captain	Reference
Family Housing (18 units) located on a 10-acre tract, MA	Full Architectural Services	Completed 1987	\$50,000	\$1,000,000	John Williams	Louise Costello (617)452-7523
Three-story Court House, 1000 State Street, MA	Full Architectural Services	Completed 1986	\$50,000	\$1,000,000	Stephen Baker	Andrew Vltvlsky (617)868-1356
40 Church Street New Offices Boston, MA	Full Architectural Services	Completed 1986	\$40,000	\$1,500,000	Harriet Chu	Pio Lombardo (617)542-5557
Harvard Faculty Townhouses (77 units) Harvard Univ. Garden City, MA	Full Architectural Services	Completed 1989	\$180,000	\$4,000,000	John Williams	David Zerkinski (617)495-5844
Highly Crossing Condominiums 17-story renovation and new construction (120 units) Everett, MA	Full Architectural Services	Completed 1989	\$210,000	\$10,000,000	John Williams	J. Timothy Anderson (617)876-0817

TABLE OF PUBLIC PROJECTS

Project Name Location	Type of Contract	Current Status	Fee	Const. Cost	Principal/ Job Captain	Reference
Forest Towers Condominiums High rise tower, mixed-use parking (220 units) Dorset, MA	Full Architectural Services	Feasibility Study	\$500,000	\$40,000,000	John Williams	Andrew Oldham (617)491-2832
Thirteen Housing 120 units Affordable housing Weymouth, MA	Full Architectural Services	Design	\$850,000	\$18,000,000	Ryu Sung Woo	Regina Lee A C D C (617)482-2380
Wahkiak Museum Lynn, MA	Full Architectural Services	Design	\$200,000	\$2,000,000	Ryu Sung Woo	N/A
Residenters Theater Media Center Weymouth, MA	Full Architectural Services	Construction	\$110,000	\$1,700,000	Dennis Carlberg	John Bordes (508)791-6267
21 Broadway Boston, MA Office building	Full Architectural Services	Construction	\$98,000	\$1,000,000	Harriet Chu	Joseph Tullander (617)492-6800
Intermediate Care Facility Weymouth Housing Authority Weymouth, MA (617)6419	Full Architectural Services	Construction	\$53,000	\$420,000	Harriet Chu	David Lombardi

LEGAL COUNSEL

GOODWIN, PROCTOR & HOAR

GOODWIN, PROCTER & HOAR

(A PARTNERSHIP INCLUDING PROFESSIONAL CORPORATIONS)

COUNSELLORS AT LAW

EXCHANGE PLACE

BOSTON MASSACHUSETTS 02109-2881

TELEPHONE (617) 570-0000

TELECOPIER (617) 523-23

TELEX 34 0840

CABLE GOODPROCT BOSTON

1987 FIRM RESUME

The firm celebrated its 75th anniversary this year. In honor of this occasion the partners of Goodwin, Procter & Hoar established a \$1 million dollar endowment entitled SEED (Support for Early Educational Development.) The money from this endowment will be used to develop educational and support programs in Boston's elementary schools. This is an unprecedented contribution by a professional firm and reaffirms Goodwin, Procter & Hoar's sense of civic responsibility and commitment to the City of Boston.

The firm was founded in 1912 by Robert E. Goodwin and Joseph O. Procter. Samuel Hoar, father of the partner of the same name, joined the firm in 1917. Among the early partners of the firm were Fred T. Field, who became Chief Justice of the Massachusetts Supreme Judicial Court, and Arthur A. Ballantine, who later founded the firm bearing his name in New York. With Justice Field's departure in 1928, the firm assumed its present name.

The firm has grown to become one of the largest in Boston. Including the class of 1987, the firm has 70 partners and 156 associates. The firm's growth in the last few years has been substantial. The average age of the partners is 43, and a high percentage of the partnership has been elected in recent years.

The firm includes among its attorneys a number of leading members of the bar, former and current law school teachers, former assistant United States Attorneys and special prosecutors, bar association officers and section heads, members of municipal bodies, and officers of Boston's leading civic and charitable institutions. Two of the federal district court judges in Massachusetts were previously partners in the firm.

GOODWIN, PROCTER & HOAR

THE FIRM'S PRACTICE

Goodwin, Procter & Hoar is engaged in a broad general practice. Its areas of specialization include:

Corporate - Goodwin, Procter & Hoar's corporate and business practice encompasses virtually every aspect of corporate, commercial and financial law. The firm represents small, medium and large companies, including those in the Fortune 500, in numerous industries including some of New England and the nation's leading high technology and industrial firms. Clients include those listed on the New York and American Stock Exchanges, other publicly held firms whose securities are traded in the over-the-counter market and privately held firms ranging from the small start-up companies to major family owned enterprises. Goodwin, Procter & Hoar also represents brokerage firms, leading national and international venture capital firms, hospitals and other health care providers, educational institutions, municipal governments, federal agencies, charitable and civic organizations, individuals, and small businesses.

The general corporate and business work of the firm ranges from organizing corporations, private placements and other financings, public securities offerings (representing issuers and underwriters), and corporate reorganizations. The firm has been active in the merger and acquisition field, servicing clients in the negotiation and carrying out of conventional corporate acquisitions, in the area of leveraged buy-outs and in the representation of both suitors and targets in so-called "hostile" situations. Our work also includes significant involvement in the bankruptcy and creditors rights area.

Members of the corporate department have an active national practice in the mutual funds industry, representing a number of managers of mutual funds as well as the independent directors of other mutual funds. The firm is also recognized as a leader in the field of Real Estate Investment Trusts.

GOODWIN, PROCTER & HOAR

The firm has developed a broad practice covering all aspects of the financial services industry, one of the fastest growing sectors of the national economy. Its practice includes representation of major commercial and thrift banks, both foreign and domestic. The firm also represents clients in commercial and mortgage lending transactions, Euro-Dollar and off-shore financings, tax advantaged investments and tax exempt financings, and brokerage and investment banking activities.

The corporate department has formed an inter-disciplinary Financial Services Group in recognition of the fact that our clients' problems cross traditional specialty boundaries. This group meets on a monthly basis and contains members of the firm's corporate, litigation, real estate and tax departments.

The firm's Health Care Group is based in the corporate department, although attorneys from other specialties are involved regularly in this practice. The practice encompasses representation of traditional health care providers, such as hospitals, clinics, physician groups and home health agencies, as well as other clients affected by health care regulation such as real estate developers involved in health care projects and medical high technology companies. The Health Care Group has special expertise in managed care and an active health maintenance organization practice. The group's attorneys are also frequently involved in proceedings before the Department of Public Health and other regulatory bodies, and in public negotiations over regulatory and legislative proposals.

Litigation - The firm's litigation practice includes representation of New England-based clients in litigation throughout the United States, as well as representation of many national corporations in courts throughout New England and elsewhere. The litigation practice is primarily civil in nature but includes an increasing representation in criminal matters. The practice involves trial and appellate work before state and federal courts, counseling clients in antitrust and SEC matters, and representation in arbitration and administrative proceedings. The firm's litigation practice includes securities, antitrust, products liability, constitutional law, environmental law, civil rights, tender offers, construction disputes, contracts, real estate development disputes, municipal law, intellectual property law, administrative law, entertainment law, and native American land claims practice.

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Our litigation practice is extremely diverse. For example, the firm is involved in defense of major Indian landclaims which involve ancient claims to millions of acres of land in New York and Massachusetts. These cases turn on interpretation of the Articles of Confederation and on enactments of the first Congress, and involve such issues as the political question doctrine and implied private rights of action. One of these cases was recently before the United States Supreme Court. The firm handles First Amendment cases for a newspaper chain, and has had litigation involving freedom of research, has represented the City of Gloucester in a zoning and First Amendment case against the Unification Church, has represented the Secretary of State of the Commonwealth of Massachusetts in litigation concerning a state Democratic Party rule restricting ballot access in primary elections, and has been actively involved in the Boston School Desegregation case for nearly a decade.

In the past year the firm has been involved in litigation under the federal Clean Water Act and the federal Superfund statute. We are representing several municipalities as special town counsel in Section 183 actions, and are engaged in litigation involving zoning and constitutional questions on behalf of the National Trust for Historic Preservation and the Historic District Commission of Nantucket. We are representing a major record company in litigation defending the right of a highly successful rock group to continue to use its name. We have also recently been involved assisting attorneys and public interest litigating groups who have been successful in civil rights litigation in fee application disputes, and have represented other lawyers in disciplinary proceedings and Rule 11 proceedings.

The firm has been involved in a number of hostile takeover cases; in the last year, our corporate litigation has included a proxy fight, representation of a Special Litigation Committee of a major Southern utility, and civil RICO litigation. The firm has been extensively involved in product liability test cases in several states dealing with issues of "market share" and related novel theories of liability. We have recently represented several corporate clients or their employees in grand jury proceedings.

Real Estate - The firm's real estate practice is among the largest, most diverse and most sophisticated in Boston. The department, which now consists of more than 30 lawyers, is

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active in all aspects of commercial real estate but is principally involved in the areas of development, institutional financing, joint ventures, syndications, historic preservation, land use and environmental matters. In our representation of developers, investors and financial institutions, we have been involved in many of the largest commercial real estate transactions in the United States. For example, in the Boston area, we have acted as counsel for the developers of Copley Place, the Charlestown Navy Yard and the Draper Laboratories Complex, as construction lender's counsel for Exchange Place and the Four Seasons Hotel, and as underwriter's counsel in the Marriott Long Wharf syndication. Other significant Boston development work now under way includes BOSCOM's rehabilitation of Commonwealth Pier, the proposed redevelopment of Columbia Point Housing Development and a major new office building at One Memorial Drive in Cambridge. In addition, we have worked on many major lending transactions and equity participation loans for a number of insurance companies, commercial banks and thrift institutions. Over the last several years, we have developed a special expertise in the area of creative financing and investment by pension funds and other exempt organizations. Recent examples include a \$90 million participating loan for property on Park Avenue in New York, a \$99 million participating loan and joint venture for the development of a regional shopping center in Maryland and a \$100 million convertible debenture investment in Phoenix, Arizona.

Environmental Law - The firm's environmental practice is unique in Boston and has included considerable public interest work as well as a wide range of both litigation and administrative practice. Its public interest work has included the Georges Bank offshore drilling litigation, representation of herbicide spray victims, litigation which halted the construction of I-93 through Franconia Notch, New Hampshire, and litigation against state and federal agencies for pollution of Boston Harbor, as well as counseling on acid rain litigation and on Superfund and victims' compensation legislation. Our environmental work for firm clients has included substantial amounts of counseling as well as practice before both courts and administrative agencies. In addition to real estate related matters on both local projects and facilities throughout the United States, the department has engaged in extensive work on air and water pollution and hazardous waste. It has also been in the forefront on right-to-know legislation, environmental liability insurance, environmental audits, and protection of confidential business information given to

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environmental agencies. The firm has played a leading role in the first federal "Superfund" trial.

Labor - Our labor law practice is oriented principally towards the representation of management. The firm's labor lawyers are engaged in all aspects of employer-employee relations, including practice before the National Labor Relations Board, collective bargaining negotiations, arbitration of employer-employee disputes, advice regarding employee relations and policies, employment discrimination matters, compliance with the Fair Labor Standards Act, advice regarding wrongful termination and other litigation related to labor relations, and counseling concerning the Occupational Safety and Health Act. In labor matters, the firm represents enterprises of various sizes including manufacturing, high technology, retailing, warehousing and transportation, banking, health care, construction and real estate management, higher education, the arts, and various trade associations. In the employment discrimination area, representation of clients includes a considerable amount of counseling, as well as practice in the federal and state courts and before federal and state anti-discrimination agencies.

Taxation - The firm's tax practice is sophisticated and transactional in its orientation, reflecting in part the strengths of the other practice areas of the firm, such as corporate and real estate, in attracting and handling major commercial transactions for clients. In the general corporate and international tax areas, the tax department assists in structuring a variety of transactions such as mergers and acquisitions, leveraged buy-outs, liquidations, redemptions, international financings, the creation of offshore mutual funds and "in-bound" and "out-bound" investments for foreign investors doing business in the United States and U.S. companies doing business overseas. In the real estate area, the tax department is actively involved in structuring real estate transactions, including syndications, representing real estate investment trusts and handling a variety of tax problems for real estate developers. The tax department is also involved in the structuring of creative equity participation financing for real estate by tax exempt organizations, equipment leasing, research and development financing, cable television and other financings and syndications in the communications area, tax issues relating to mutual funds and others in the financial services industry, and planning for high-tech start-ups and venture capital funds.

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The tax department also is experienced in tax dispute resolution at the administrative level of the Internal Revenue Service and the Massachusetts Department of Revenue, in federal and Massachusetts tax litigation and in handling ruling requests and other regulatory matters before the Internal Revenue Service and the Massachusetts Department of Revenue. In addition to representing the firm's corporate and real estate clients, the tax department frequently represents clients who have approached the department specifically for assistance with tax matters.

Employee Benefits - The practice of the firm's employee benefits department is among the most varied in New England. In addition to the traditional practice involving pension and benefit planning for corporate clients, the department is deeply involved with pension investment issues on behalf of the firm's financial services clients. The firm also has one of the leading multi-employer plan practices in the country. Members of the department work closely with the corporate department in the merger and acquisition practice, and with the litigation and labor departments in pension and benefit disputes. Two of the department's partners have served as chairmen of ABA Section committees on employee benefits, one is currently co-chairman of the Massachusetts Bar Association's Labor Section Committee on Employee Benefits, and one is currently co-chairman of the Boston Bar Association's Tax Section ERISA Committee.

Estate Planning & Administration - Our estate planning practice is an active and varied one. It involves all aspects of lifetime estate tax and income tax planning and the settlement of estates. The firm's work in this area encompasses complex estate planning and administration, gift and income tax analysis and litigation arising in connection with estate and trust matters. Individual lawyers in the office, moreover, often serve as executors and trustees.

PROFESSIONAL ACTIVITIES & PUBLIC INTEREST WORK

Attorneys at GP&H are currently involved in a wide variety of pro bono activities. Individual attorneys often accept referrals from the federal court and from such organizations as Greater Boston Legal Services, the Volunteer Lawyers Project of the Boston Bar Association, the Conservation Law Foundation,

GOODWIN, PROCTER & HOAR

and the Lawyer's Committee for Civil Rights. Activities in recent years have included an employment discrimination class action against a local VA hospital, a variety of landlord-tenant matters, suits on behalf of inmates at several Massachusetts prisons challenging various aspects of their confinement, a successful effort to obtain a commutation for a prison inmate serving a life sentence, and advice to a major environmental organization regarding farmland preservation, wetlands protection and disposal of low-level radioactive waste.

In the spring of 1982, GP&H became the first Boston law firm to undertake death row representation since the U.S. Supreme Court's decision in 1976 upholding certain death penalty statutes. At the request of the Legal Defense & Educational Fund, Inc., the firm undertook representation of one of the more than 200 prisoners sentenced to death in Florida. In connection with this representation, lawyers at GP&H have, among other things, appeared before Florida Governor Graham and his Cabinet in a Clemency Appeal proceeding, have tried a state post-conviction relief proceeding before the Hillsborough County Circuit Court in Tampa, and have appeared before the Florida Supreme Court. The firm also recently submitted to the Massachusetts Supreme Judicial Court on behalf of the Boston Bar Association an amicus curiae brief in connection with a successful challenge to the constitutionality of the Massachusetts death penalty statute.

The firm encourages all attorneys to participate in professional organizations and programs in their areas of practice. Attorneys from GP&H have chaired various ABA sections or committees. One attorney has been President of the Massachusetts Black Lawyers Association; one has recently been and another now is President of the Asian-American Lawyers Association of Massachusetts; another attorney has served as President of the Greater Boston Chamber of Commerce. Lawyers from the firm teach regularly in local law and business schools and in continuing legal education programs.



R.W. Granger
& Sons, Inc.
Construction



R.W. Granger & Sons, Inc.
415 Boston Turnpike, P.O. Box 5265
Shrewsbury, MA 01545
(508) 842-8961

CURRENT PROJECTS

Worcester State College
Worcester, Massachusetts
Owner/Developer: Mass. State College
Building Authority
Architect: Earl Flansburgh & Assoc.
Scheduled Completion: December, 1990

\$7,760,000.00

General Contract for New
Dormitories

Earl Flansburgh & Assoc.
Boston, Massachusetts
Mr. Earl Flansburgh
(617) 367-3970

* * * * *

Marriott Hotel
Rocky Hill, Connecticut
Owner/Developer: Marriott Corporation

\$11,500,000.00

General Contract for new
252-Room Full Service Hotel
with Indoor Pool

Architect: Marriott Corporation
Scheduled Completion: November, 1990

Marriott Corporation
Washington, D.C.
Mr. Douglas Brodhead
(301) 380-6350

* * * * *

Leominster Hospital
Leominster, Massachusetts
Owner/Developer: Leominster Hospital

\$3,500,000.00

General Contract for
Addition of Patient Floor
to Existing Tower

Architect: Dean, Tucker & Shaw Associates
Scheduled Completion: November, 1990

Leominster Hospital
Leominster, Massachusetts
Mr. John Carlson
(508) 537-4811

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Shrewsbury, MA 01545
(508) 842-8961

CURRENT PROJECTS

Marriott Residence Inn
Meriden, Connecticut
Owner/Developer: Marriott Corporation

\$7,000,000.00

General Contract for new
106-Room Residence Inn with
Outdoor Pool

Architect: Marriott Corporation
Scheduled Completion: September, 1990

Marriott Corporation
Washington, D.C.
Mr. Douglas Brodhead
(301)380-6350

* * * * *

Marriott Courtyard Hotel
Milford, Massachusetts
Owner/Developer: Marriott Corporation

\$5,180,000.00

General Contract for
152-Room Courtyard Hotel
with Indoor Pool

Architect: Marriott Corporation
Scheduled Completion: August, 1990

Marriott Corporation
Washington, D.C.
Mr. Douglas Brodhead
(301)380-6350

* * * * *

Harwich Middle School
Harwich, Massachusetts
Owner/Developer: Town of Harwich

\$8,000,000.00

General Contract for
Renovation and New Addition
Including New Gymnasium

Architect: DiNisco Kretsch Associates, Inc.
Scheduled Completion: July, 1990

Harwich School Committee
Harwich, Massachusetts
Mr. David Tobey
(508) 432-0100

* * * * *



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Shrewsbury, MA 01545
(508) 842-8961

CURRENT PROJECTS

Kilmarnock Street Apartments and West Fenway Apartments Boston, Massachusetts Owner/Developer: Greater Boston Community Development Corp. Architect: Bruner/Cott & Associates Scheduled Completion: December, 1989	\$8,300,000.00 General Contract for 107 Apartments
Greater Boston Community Development Boston, Massachusetts Mr. Peter Munkenbeck (617) 482-6553	Bruner/Cott & Associates Cambridge, Massachusetts Mr. Simeon Bruner (617) 492-8400
* * * * *	
Raytheon Missile Systems Division Bedford, Massachusetts Owner/Developer: Raytheon Corporation Architect: Carlson Corporation Scheduled Completion: December, 1989	\$4,400,000.00 General Contract for Systems Building Renovation
Raytheon Corporation Bedford, Massachusetts Mr. Joseph Heeke (617) 274-3333	
* * * * *	
100 Jersey Street Boston, Massachusetts Owner/Developer: The Copley Group Architect: D'Agostine Izzo Quirk Scheduled Completion: December, 1989	\$4,000,000.00 General Contract for 40-Apartment, 7 Story Building
The Copley Group Boston, Massachusetts Mr. Norman Levinson (617) 262-3930	
* * * * *	



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Shrewsbury, MA 01545
(508) 842-8961

CURRENT PROJECTS

Davis Square Parking Facility
Somerville, Massachusetts
Owner/Developer: City of Somerville

\$2,780,000.00

General Contract for
183-Car Parking Garage

Architect: Ellenzweig Associates, Inc.
Scheduled Completion: December, 1989

Office of Planning & Comm. Dev.
Somerville, Massachusetts
Mr. Patrick Reffett
(617) 625-6600

* * * * *


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Shrewsbury, MA 01545
(508) 842-8961

COMPLETED PROJECTS 1988-1989

Marriott Hotel
Nashua, New Hampshire
Owner/Developer: Marriott Corporation

\$9,450,000.00

General Contract for new
252-Room Full Service Hotel
with Indoor Pool

Architect: Marriott Corporation
Completion: November, 1989

Marriott Corporation
Washington, D.C.
Mr. Douglas Brodhead
(301) 380-6350

Marriott Corporation
Nashua, New Hampshire
Mr. Ron Kinnan
(603) 889-3384

* * * * *

130 Prospect Street
Cambridge, Massachusetts
Owner/Developer: Bruner/Cott & Associates

\$2,000,000.00

Construction Management for
30,000 S.F. Fast Track
Renovation

Architect: Bruner/Cott & Associates
Completion: October, 1989

Bruner/Cott & Associates
Cambridge, Massachusetts
Mr. Charles Cimino
(617) 492-8400

Bruner/Cott & Associates
Cambridge, Massachusetts
Mr. Simeon Bruner
(617) 492-8400

* * * * *

Quail Run III
Woburn, Massachusetts
Owner/Developer: Unihab, Inc.

\$4,500,000.00

Construction Management for
28 Units of Condominiums
and Outdoor Pool

Architect: Unihab, Inc.
Completion: October, 1989

Unihab, Inc.
Cambridge, Massachusetts
Mr. Jeff Baron
(617) 868-2700

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(508) 842-8961

COMPLETED PROJECTS 1988-1989

2 Lafayette Place
Worcester, Massachusetts
Owner/Developer: Worcester Housing
Authority
Architect: Johnson Olney Associates, Inc.
Completion: September, 1989

\$4,800,000.00

General Contract for 54
Units of Elderly Housing

Worcester Housing Authority
Worcester, Massachusetts
Mr. Brian McQuade
(508) 798-4500

* * * * *

Police Headquarters
Quincy, Massachusetts
Owner/Developer: City of Quincy

\$7,400,000.00

General Contract for New
Addition and Renovation

Architect: DiNisoo Kretsch Associates, Inc.
Completion: September, 1989

City of Quincy
Quincy, Massachusetts
Mr. David Colton
(617) 773-1380

* * * * *

Sutton School System
Sutton, Massachusetts
Owner/Developer: Sutton School System

\$7,700,000.00

General Contract for
Addition and Renovation to
Core Facility

Architect: O.E. Nault & Sons, Inc.
Completion: September, 1989

O.E. Nault & Sons, Inc.
Worcester, Massachusetts
Mr. Herman Bowman
(508) 755-6134

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415 Boston Turnpike, P.O. Box 5265
Shrewsbury, MA 01545
(508) 842-8961

COMPLETED PROJECTS 1988-1989

University of Lowell
Lowell, Massachusetts
Owner/Developer: University of Lowell

\$16,700,000.00

General Contract for 2
Student Dormitories

Architect: Architectural Resources
Completion: September, 1989

Todisco Associates
Wakefield, Massachusetts
Mr. Philip Todisco
(617) 245-1255

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Museum Square Parking Garage
Lawrence, Massachusetts
Owner/Developer: City of Lawrence

\$5,370,000.00

General Contract for 395
Car Parking Garage

Architect: Eisenberg Haven Associates, Inc.
Completion: July, 1989

Community Development Department
Lawrence, Massachusetts
Mr. John Steeves
(508) 794-5891

Eisenberg Haven Associates
Boston, Massachusetts
Mr. Richard Brimley
(617) 227-1100

* * * * *

Southgate at Shrewsbury
Shrewsbury, Massachusetts
Owner/Developer: Southgate at Shrewsbury

\$28,044,000.00

Construction Management of
Continuing Care Retirement
Community with Retail
Space, Gym and Indoor Pool

Architect: Irwin A. Regent & Associates
Completion: July, 1989

404,000 SF

Southgate at Shrewsbury, Inc.
Shrewsbury, Massachusetts
Mr. Donald Flanagan, President
(508) 842-8331

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R.W. Granger & Sons, Inc.
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Shrewsbury, MA 01545
(508) 842-8961

COMPLETED PROJECTS 1988-1989

Winn Brook Elementary School
Belmont, Massachusetts
Owner/Developer: City of Belmont

\$7,000,000.00

General Contract for
Renovation and New Addition
Including New Gymnasium

Architect: Earl Flansburgh & Assoc.
Completion: March, 1989

64,000 SF Addition

Earl Flansburgh & Assoc.
Boston, Massachusetts
Mr. Earl Flansburgh
(617) 367-3970

Earl Flansburgh & Assoc.
Boston, Massachusetts
Mr. Earl Kincaid
(617) 367-3970

* * * * *

Norfolk County Corrections
Dedham, Massachusetts
Owner/Developer: Commonwealth of
Massachusetts

\$2,640,000.00

General Contract for
Improvements to
Correctional Facility

Architect: Tully & Ingersoll
Completion: March, 1988

Div. of Capital Planning & Oper.
Boston, Massachusetts
Mr. Paul Chroniak
(617) 727-4016

* * * * *

Harraseeket Inn
Freeport, Maine
Owner/Developer: Harraseeket Inn, Inc.

\$3,200,000.00

Construction Management for
50 Room Luxury Hotel

Architect: Moore/Weinrich
Completion: January, 1989

Harraseeket Inn, Inc.
Freeport, Maine
Mrs. Nancy Gray
(207) 865-9377

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R.W. Granger & Sons, Inc.
415 Boston Turnpike, P.O. Box 5265
Shrewsbury, MA 01545
(508) 842-8961

COMPLETED PROJECTS 1988-1989

Interstate Parking Facility Springfield, Massachusetts Owner/Developer: City of Springfield	\$18,700,000.00 General Contract for 2,064 Car Parking Garage
Architect: Zaldastani Associates, Inc. Completion: January, 1989	
Lyons Associates Springfield, Massachusetts Mr. John Lyons (413) 782-3650	
* * * * *	
White Cliffs of Plymouth Plymouth, Massachusetts Owner/Developer: Capeside Associates	\$32,000,000.00 Construction Management for 402 Units of Housing with Indoor/Outdoor Pool
Architect: CSS Architects/Bergmeyer Assoc. Completion: November, 1988	
Capeside Associates Plymouth, Massachusetts Mr. James Griffin (508) 888-7800	
* * * * *	
Mass. Biotechnology Research Park - Two Biotech Park Worcester, Massachusetts Owner/Developer: Worcester Business Development Corp.	\$4,500,000.00 Construction Management for 86,000 S.F. of R & D/Office Space
Architect: Keyes Associates Completion: September, 1988	
Mass. Biotechnology Research Worcester, Massachusetts Mr. Ray Quinlin (508) 755-2230	
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(508) 842-8961

COMPLETED PROJECTS 1988-1989

Casco Bay Ferry Terminal Parking Garage Portland, Maine Owner/Developer: City of Portland	\$2,900,000.00 Construction Management for 540 Car, Precast Concrete Parking Garage
Architect: Stevens, Morton, Rose & Thompson Completion: September, 1988 Director of Transportation & Waterfront Portland, Maine Mr. Thomas Valteau (207) 773-1613	
* * * * *	
Schooner Cove Congregate Housing Damariscotta, Maine Owner/Developer: Schooner Cove Cooperative	\$4,800,000.00 General Contract for 47 Units of Luxury Congregate Housing
Architect: John D. Morris II Completion: August, 1988 Schooner Cove Cooperative Damariscotta, Maine Mr. Clarence LaLiberty (207) 563-1234	
* * * * *	
Green Meadow Elementary School Maynard, Massachusetts Owner/Developer: Maynard School Department	\$4,900,000.00 General Contract for New School Construction Including Gymnasium
Architect: DiNisco Kretsch & Assoc., Inc. Completion: August, 1988 Maynard School Department Maynard, Massachusetts Dr. Eileen Ahern (508) 897-2222	50,000 SF
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Shrewsbury, MA 01545
(508) 842-8961

COMPLETED PROJECTS 1988-1989

Worcester Memorial Hospital	\$3,000,000.00
Worcester, Massachusetts	
Owner/Developer: Worcester Memorial Hospital	General Contract for 30,000 S.F. Office Building
Architect: Medical Facilities Planning	
Completion: March, 1988	

Worcester Memorial Hospital
Worcester, Massachusetts
Mr. John Carlson
(508) 793-6266

Medical Facilities Planning
Natick, Massachusetts
Mr. Fred Hickler
(617) 237-4300

* * * * *

Quail Run Phase I & II	\$8,500,000.00
Woburn, Massachusetts	
Owner/Developer: Unihab, Inc.	Construction Management for 61 Units - Condominiums
Architect: Unihab, Inc.	
Completion: February, 1988	

Unihab, Inc.
Cambridge, Massachusetts
Mr. Jeff Baron
(617) 868-2700

* * * * *

Babson College	\$9,300,000.00
Wellesley, Massachusetts	
Owner/Developer: Babson College	Construction Management for Executive Education Center
Architect: Hillier / Arrowstreet	
Completion: February, 1988	113,000 SF

Babson College
Wellesley, Massachusetts
Mr. David Carson
(617) 239-4372

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31027

SECRETARY OF THE
COMMONWEALTH

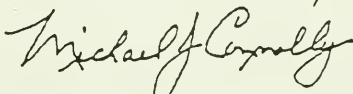
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CORPORATION ~~THE~~ COMMONWEALTH OF MASSACHUSETTS

ARTICLES OF ORGANIZATION
GENERAL LAWS, CHAPTER 180

I hereby certify that, upon an examination of the within-written articles of organization, duly submitted to me, it appears that the provisions of the General Laws relative to the organization of corporations have been complied with, and I hereby approve said articles; and the filing fee in the amount of \$30.00 having been paid, said articles are deemed to have been filed with me this 29th day of May 19 87

Effective date



MICHAEL JOSEPH CONNOLLY
Secretary of State

TO BE FILLED IN BY CORPORATION
PHOTO COPY OF ARTICLES OF ORGANIZATION TO BE SENT

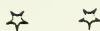
TO:

..... Paul W. Lee, Esq.
..... Goodwin, Procter & Hoar
..... Exchange Place
..... Boston, MA 02109

Telephone.....(617) 570-1590.....

Filing Fee \$30.00

Copy Mailed



The Commonwealth of Massachusetts

Office of the Secretary of State
One Ashburton Place, Boston, MA 02108
Michael Joseph Connolly, Secretary

ARTICLES OF ORGANIZATION (Under G.L. Ch. 180) Incorporators

NAME

RESIDENCE

Include given name in full in case of natural persons; in case of a corporation, give state of incorporation.

HARRY YEE

150 Kenrick St., #1
Brighton, MA 02135

PAUL W. LEE

29 Bow Road
Belmont, MA 02178

87 149105

The above-named incorporator(s) do hereby associate (themselves) with the intention of forming a corporation under the provisions of General Laws, Chapter 180 and hereby state(s):

001001546

1. The name by which the corporation shall be known is:

ASIAN COMMUNITY DEVELOPMENT CORPORATION

2. The purposes for which the corporation is formed is as follows:

See Continuation Sheet 2A

Note: If the space provided under any article or item on this form is insufficient, additions shall be set forth on separate 8 1/2 sheets of paper leaving a left hand margin of at least 1 inch for binding. Additions to more than one article may be continued on single sheet so long as each article requiring each su

If the corporation has more than one class of members, the designation of such classes, the manner of election or appointment, the duration of membership and the qualification and rights, including voting rights, of the members of each class, are as follows: -

N/A

Other lawful provisions, if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or members, of any class of members, are as follows:-

See Continuation Sheets 4A-4C

Continuation Sheet 2 A

Asian Community Development Corporation

The Asian Community Development Corporation (the "Corporation") is incorporated to serve the needs of the Asian American community in Greater Boston. The Corporation intends to promote the economic development and improve the social welfare of the community through the following:

- a) preserve, maintain and improve community conditions, and assist in construction or rehabilitation of low and moderate income housing;
- b) support job creation and job training programs and increase available job opportunities;
- c) assist the development and growth of Asian small business enterprises;
- d) further the growth and empowerment and promote and initiate awareness of all the different ethnic groups which constitute the Asian-American community;
- e) work to eliminate all forms of prejudice and discrimination in our society;
- f) promote social welfare and educational programs which benefit the community;
- g) provide technical assistance to community organizations whose services benefit the community;
- h) conduct periodic assessments of the economic and social needs of the community;
- i) cooperate with and support other community organizations in promoting the welfare of the community;
- j) improve access of Asian Americans to jobs in all sectors of the economy; and
- k) maintain access by and accountability to the community in all its activities and programs.

Asian Community Development Corporation

A. Certain Powers of the Corporation.

In furtherance of its purposes, the Corporation shall have the powers specified in Sections 9 and 9A of Chapter 156B of the Massachusetts General Laws (except paragraph (m) thereof), the power to act as a partner in any business enterprises which the Corporation would have the power to conduct by itself, the power to carry on any activities in connection with any of its purposes, and all other powers conferred by the laws of Massachusetts upon non-profit corporations or business corporations formed under the General Laws of the Commonwealth of Massachusetts as amended from time to time, except for such powers as are prohibited by law to non-profit corporations.

(1) The Corporation may receive or acquire from any source whatsoever in trust or otherwise, by gift or will or otherwise, and hold cash, securities and real and personal property to the extent from time to time authorized by law; but no such cash, securities or property shall be acquired, received or accepted by gift, devise, bequest or otherwise if the acquisition, receipt or acceptance thereof is conditioned or limited in any manner that would require the disposition of the income or principal thereof in a manner inconsistent with purposes of the Corporation, or in any manner that would jeopardize the exemption of the Corporation from taxation of income pursuant to the laws of the United States from time to time in force and effect.

(2) The Corporation may provide advice, support, credit, funds, capital, gifts and all other lawful forms of assistance, financial or otherwise, to or for use in housing or business enterprises owned, or intended to be owned, by residents and groups in its community.

(3) The Corporation may furnish management, administrative and other business advice, support, training and technical assistance to said residents and groups in order to enable them to develop necessary skills successfully to operate housing or business ventures.

(4) The Corporation may encourage and voluntarily assist said residents and groups to organize, create, acquire, obtain financing for, own, manage and operate housing or business enterprises.

(5) The Corporation may obtain information or conduct research, studies, and analyses of the problems of its

community, and may prepare and publish reports, as to any and all matters that may be of use in furthering the expansion of housing or business enterprises owned and operated by said residents and groups, including information, research, studies, analyses, and reports, as to markets, products, services, skills, sources of financing and any and all other matters.

(6) The Corporation may conduct educational and other efforts to eliminate prejudice and discrimination in housing and in business and financial communities and to foster the establishment of sound and constructive relationships between neighborhoods and between the business and financial communities and residents and groups seeking opportunities in business.

(7) The Corporation may aid, support and assist by gifts, contributions, loans, investments and other lawful forms of assistance other persons or organizations seeking to expand the opportunities for housing and business ownership by said residents and groups in organizing, creating, acquiring, obtaining financing for, owning, managing and operating business enterprises.

(8) The Corporation may engage in the activity of operating business ventures for the purpose of providing job training, employment, and managerial development opportunities to said residents and groups for the charitable purpose of furthering the economic development of its community.

(9) The Corporation shall not have capital stock.

(10) The private property of the members shall not be subject to the payment of corporate debts to any extent whatsoever.

(11) The Corporation may make contributions for the accomplishment of its purposes, in such amounts as the directors determine to be reasonable, to organizations exempt from taxation under Section 501(c)(3) or 501(c)(4) of the Internal Revenue Code as now in force or hereafter amended.

(12) No part of any net earnings of the Corporation shall inure to the benefit of any officer, director or member of the Corporation, or any private individual, or be appropriated for any purposes other than the purposes of the Corporation as herein set forth. The Corporation shall not participate in, or intervene in, any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these Articles of Organization, the Corporation shall not conduct any other activities not permitted to be carried on by a corporation exempt from taxation under Section 501(c)(3) of the Internal Revenue Code of 1954, as now in force or hereafter amended.

(13) These Articles of Organization shall not be amended to authorize or permit the Corporation to be operated otherwise than exclusively for such purposes as qualify the Corporation for exemption from taxation under Section 501(c)(3) of the Internal Revenue Code of 1954, as now in force or hereafter amended.

(14) In the event of the liquidation, dissolution or winding up of the Corporation, whether voluntary, involuntary or by operation of law, any disposition made of the assets of the Corporation shall be such as is calculated to carry out the purposes for which the Corporation is formed as stated herein.

(15) Meetings of the members shall be held only in the Corporation's community.

(16) Each director and officer of the Corporation shall, in the performance of his duties, be fully protected in relying in good faith upon the books of account of the Corporation, written reports made to the Corporation by any of its officers or employees or by counsel, accountants, appraisers or other experts, or consultant selected with reasonable care by the directors, or upon other records of the Corporation.

(17) If any term or provision of these Articles of Organization is contrary to law or otherwise invalid or unenforceable, it shall be deemed stricken herefrom and the remaining terms and provisions shall not be affected thereby but each such remaining term and provision shall be given effect to the fullest extent permitted by law.

B. Limitation of Liability of Certain Directors and Officers.

No director or officer of the Corporation serving the Corporation without compensation shall be personally liable to the Corporation or its Members for monetary damages for breach of fiduciary duty as a director or an officer notwithstanding any provision of law imposing such liability; provided, however, that this Article shall not eliminate or limit any liability of a director or an officer (i) for any breach of the director's duty of loyalty to the Corporation or its members, (ii) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, or (iii) with respect to any transaction from which the director or the officer derived an improper personal benefit.

LIST OF DIRECTORS

<u>Name</u>	<u>Residence</u>	<u>Post Office Address</u>	<u>Term Expires</u>
Caroline Chang	129 Ormond St. Mattapan, MA 02126	Same	1988
Neil Y.H. Chin	229 Harrison Ave. Boston, MA 02111	Same	1990
Kenneth Q. Jong	20 Lillian Rd. Lexington, MA 02173	Same	1989
Jacquie L. Kay	159 Hancock St. Cambridge, Ma 02139	Same	1990
Howard H. Lee	66 Doublet Hill Rd. Weston, MA 02193	Same	1989
Paul W. Lee	29 Bow Rd. Belmont, MA 02178	Same	1988
Regina F. Lee	38 Walk Hill St. Jamaica Plain, MA 02130	Same	1988
Tunney Lee	3 Ames St. Cambridge, MA 02139	Same	1989
Harry Yee	150 Kenrick St. #1 Brighton, MA 02135	Same	1990

SVS-8368/T

5. By-laws of the corporation have been duly adopted and the initial directors, president, treasurer and clerk or other presiding, financial or recording officers whose names are set out below, have been duly elected.
6. The effective date of organization of the corporation shall be the date of filing with the Secretary of the Commonwealth or if later date is desired, specify date. (not more than 30 days after date of filing).
7. The following information shall not for any purpose be treated as a permanent part of the Articles of Organization of the corporation.

- a. The post office address of the initial principal office of the corporation in Massachusetts is:

Post Office Box 2847, Boston, MA 02101

- b. The name, residence, and post office address of each of the initial directors and following officers of the corporation are as follows:

	NAME	RESIDENCE	POST OFFICE ADDRESS
President:	Jacquie L. Kay	159 Hancock St. Cambridge, MA 02139	Same
Treasurer:	Harry Yee	150 Kenrick St., #1 Brighton	Same
Clerk:	Harry Yee	Same as Above	Same
Vice-President	Neil Y.H. Chin	229 Harrison Ave. Boston, MA 02111	Same
Directors: (or officers having the powers of directors)			

See Attached List

- c. The date initially adopted on which the corporation's fiscal year ends is:

December 31

- d. The date initially fixed in the by-laws for the annual meeting of members of the corporation is:

First Tuesday in May

- e. The name and business address of the resident agent, if any, of the corporation is:

N/A

IN WITNESS WHEREOF, and under the penalties of perjury the INCORPORATOR(S) sign(s) these Articles of Organization this 28th day of May 19 87

I/We the below signed INCORPORATORS do hereby certify under the pains and penalties of perjury that I/We have not been convicted of any crimes relating to alcohol or gaming within the past ten years: I/We do hereby further certify that to the best of my/our knowledge the above named principal officers have not been similarly convicted. If so convicted, explain.

Harry Yee

Paul W. Lee

The signature of each incorporator which is not a natural person must be by an individual who shall show the capacity in which he acts and by signing shall represent under the penalties of perjury that he is duly authorized on its behalf to sign these Articles of Organization.

BY-LAWS
OF
ASIAN COMMUNITY DEVELOPMENT CORPORATION

ARTICLE I

Name and Area

1. Name. The name of this organization shall be the Asian Community Development Corporation, a private non-profit organization established pursuant to Chapter 180 of the General Laws of Massachusetts, henceforth referred to as the "Corporation". The Corporation shall have the powers specified in Section 9 of Chapter 156B of the General Laws of Massachusetts (except paragraph (m) hereof), the power to act as a partner in any business enterprises which the Corporation would have the power to conduct by itself, the power to carry on any activities in connection with any of its purposes, and all other powers conferred by the General Laws of Massachusetts upon non-profit corporations or business corporations formed under the General Laws of Massachusetts as amended from time to time, except for such powers as are prohibited by law to non-profit corporations.

2. Area. The Corporation shall be organized to operate within a specific geographical area (the "Corporation Area") coincident with an existing political district, defined as a city or town, congressional district, ward or precinct or some other publicly-recognized administrative area defined by an outside public body, and containing no more than a population of 115,000 residing in the Corporation Area. The Corporation Area shall be the Chinatown area of the City of Boston, specifically, Precincts 7 and 8 of Ward 3 and Precincts 1 and 2 of Ward 8 and the areas surrounding such precincts.

3. Place of Business. The Corporation shall designate its place of business within the Commonwealth of Massachusetts as set forth in its Articles of Organization as amended from time to time, and in the area contained within the boundaries of the Corporation Area as defined in Section 2 herein.

ARTICLE II

Membership

1. Election and Tenure of Members.

(a) General Membership of the Corporation shall be open to all residents of the Corporation Area as set forth in Article I, Section 2. Such residents must be eighteen (18) years of age or older. General Membership of the Corporation shall also be open to non-residents working within the Area and other persons who have demonstrated an interest in the problems of the Area, provided that no more than forty percent (40%) of the General Membership shall be comprised of such persons.

(b) Persons wishing to become Members shall complete the Asian Community Development Corporation membership application and file it at the principal office of the Corporation, together with payment of the annual dues for the first year of membership. In addition, all applicants for new members received after January 1, 1988 must be recommended by at least two persons who are then Members in good standing. At each meeting of the Board of Directors, the Board of Directors shall review all membership applications received since the last meeting of the Board of Directors, and a persons whose membership application is accepted by the Board of Directors shall be deemed to be a "Member".

(c) Membership in the Corporation shall be for a term of one year, renewable annually, and shall not be assignable by operation of law or otherwise. For all purposes, a "Member" shall mean each person whose membership application shall have been accepted as provided above and who shall not have resigned or been removed as provided below.

2. Resignation and Removal. A Member may resign by delivering a written resignation to the Corporation at its principal office or to the President or Clerk of the Corporation. Such resignation shall become effective upon receipt unless it is specified to become effective at some other time or at the happening of some other event. Membership of a Member shall terminate 30 days after written notice from the Corporation is sent to such Member for failure to pay dues which the Board of Directors has determined to be payable by Members. A Member's membership may also be terminated by the Board of Directors by vote of two-thirds of the Directors then in office.

3. Membership Dues. Each Member shall be required to pay annual dues to the Corporation. The amount shall be fixed annually by the Board of Directors of the Corporation but shall be no more than \$10 per year for individual membership and \$15 per year for family membership. The Corporation may, with the approval of the Board of Directors, accept a waiver of the membership dues for an in-kind contribution for those members unable to pay such dues.

4. Annual Meeting. The annual meeting of Members shall be held on the first Tuesday in May (or if that be a legal holiday in the place where the meeting is to be held, on the next succeeding full business day) at the principal office of the Corporation in Massachusetts at 7:00 P.M. unless a different hour or place within the Area is fixed by the Board of Directors or the President. The purposes for which the annual meeting is to be held, in addition to those prescribed by law, by the Articles of Organization or by these By-Laws, may be specified by the Board of Directors or the President. If no annual meeting has been held on the date fixed above, a special meeting in lieu thereof may be held, or there may be action by written consent of the Members on matters to be voted on at the annual meeting, and such special meeting or written consent shall have for the purposes of these By-Laws or otherwise all the force and effect of an annual meeting.

5. Special Meetings. Special meetings of Members may be called by the President or by the Board of Directors. Special meetings shall be called by the Clerk, or in case of the death, absence, incapacity or refusal of the Clerk, by any other officer of the Corporation, upon written application of no less than twenty-five percent (25%) of the Members entitled to vote at such meeting. The call for the meeting may be oral or written and shall state the place, date, hour and purposes of the meeting.

6. Notice of Meetings. A written notice of the place, date and hour of all meetings of Members stating the purposes of the meeting shall be given by the Clerk or an Assistant Clerk (or other person authorized by these By-Laws or by law) at least seven days before the meeting to each Member entitled to vote thereat and to each Member who, under the Articles of Organization or under these By-Laws, is entitled to such notice, by leaving such notice with him or at his residence or usual place of business, or by mailing it, postage prepaid, and addressed to such Member at his address as it appears in the records of the Corporation. A written waiver of notice, executed before or after a meeting by such Member or his attorney thereunto authorized and filed with the records of the meeting shall be deemed equivalent to notice of the meeting.

7. Quorum. A majority of the then current Members present in person or by proxy at a meeting shall constitute a quorum, but if a quorum is not present, a lesser number may adjourn the meeting from time to time and the meeting may be held as adjourned without further notice.

8. Voting and Proxies. Each Member shall have one equal vote. Members may vote either in person or by written proxy dated not more than six months before the meeting named therein. Proxies shall be filed with the Clerk of the meeting, or of any adjournment thereof, before being voted. Except as otherwise limited therein, proxies shall entitle the persons authorized thereby to vote at any adjournment of such meeting but shall not be valid after final adjournment of such meeting. A proxy purporting to be executed by or on behalf of a Member shall be deemed valid unless challenged at or prior to its exercise and the burden of proving invalidity shall rest on the challenger.

9. Action at Meeting. When a quorum is present, any matter before the meeting shall be decided by vote of a majority of the Members voting on such matter, except where a larger vote is required by law, by the Articles of Organization or by these By-Laws. Any election by the Members shall be determined by a plurality of the votes cast, except where a larger vote is required by law, by the Articles of Organization or by these By-Laws. No ballot shall be required for any election unless requested by a Member entitled to vote in the election.

10. Action Without Meeting. Any action to be taken at any annual or special meeting of Members may be taken without a meeting if all Members entitled to vote on the matter consent to the action in writing and the written consents are filed with the records of the meetings of Members. Such consents shall be treated for all purposes as a vote at a meeting.

ARTICLE III

Function and Purpose

1. Function and Purpose. The function and purpose of the Corporation shall be as stated in the Articles of Organization.

ARTICLE IV

Board of Directors

1. Powers. The activities of the Corporation shall be managed by a Board of Directors who may exercise all the powers of the Corporation except as otherwise provided by law, by the Articles of Organization or by these By-Laws. The Board of Directors shall consist of not fewer than four (4) and not more than twenty-one (21) Directors. The authority of the Board shall include, but will not be limited to, the following powers:

- A. Appointment of an Executive Director who shall, subject to the supervision of the Board, administer the organization, direct its daily operation, and execute the policies of the Board. The Board shall determine the qualifications, duties, and compensation to the Executive Director. All other staff personnel may be appointed by the Executive Director with the advice and consent of the Board.
- C. Determination, subject to applicable laws and regulations of the federal and state government, of major personnel, fiscal and program policy.
- D. Final approval of all program proposals and budgets.
- E. Enforcement of compliance with all applicable conditions or grants and contributions.

2. Election, Term and Qualification. The names of the initial Directors, together with the year of expiration of their respective terms, are set forth in the Articles of Organization of the Corporation as initially filed. The Board of Directors shall be divided into three (3) classes as nearly as equal in number as possible, with one class to be elected annually by the Members at the annual meeting. The term of each class of Directors shall be three (3) years and until such Director's successors shall have been elected and qualified. For the purpose of all Board of Director elections, a Member must have completed and filed a membership application at least ten (10) days prior to the election to be eligible to vote. At all times, no less than a majority of the Directors shall be Members of the Corporation.

3. Resignation. Any Director may resign by delivering his written resignation to the Corporation at its principal office or to the President, Clerk or Secretary. Such resignation shall be effective upon receipt unless it is specified to be effective at some other time or upon the happening of some other event.

4. Vacancies; Reduction of Board. Any vacancy in the Board of Directors, however occurring, whether by resignation, removal or increase in the number of Directors, may be filled by a majority of vote of the remaining Directors. A Director elected to fill such a vacancy shall be elected to serve the remainder of the full term of the class of Directors in which the new directorship was created or the vacancy occurred and until such Director's successor shall have been elected and qualified. No decrease in the number of Directors constituting the Board of Directors shall shorten the term of any incumbent Director.

5. Removal. A Director may be removed from office by vote of two-thirds of the Members only for cause and only after reasonable notice and opportunity to be heard.

6. Meetings. Regular meetings of the Board of Directors may be held without notice at such time, date and place as the Board of Directors may from time to time determine. A regular meeting of the Board of Directors may be held without notice at the same place as the annual meeting of Members, or the special meeting held in lieu thereof, following such meeting of Members.

Special meeting of the Board of Directors may be called, orally or in writing, by the President, Treasurer or two or more Directors, designating the time, date and place thereof.

7. Notice of Meetings. Notice of the time, date and place of all special meetings of the Board of Directors shall be given to each Director by the Secretary, or if there be no Secretary, by the Clerk or Assistant Clerk, or in case of the death, absence, incapacity or refusal of such persons, by the officer or one of the Directors calling the meeting. Notice shall be given to each Director in person or by telephone or by telegram sent to his business or home address at least twenty-four hours in advance of the meeting, or by written notice mailed to his business or home address at least forty-eight hours in advance of the meeting. Notice need not be given to any Director if a written waiver of notice, executed by him before or after the meeting, is filed with the records of the meeting, or to any Director who attends the meeting without protesting prior thereto or at its commencement the lack of notice to him. A notice or waiver of notice of a meeting of the Board of Directors need not specify the purposes of the meeting.

8. Quorum. At any meeting of the Board of Directors, a majority of the Directors then in office shall constitute a quorum. Less than a quorum may adjourn any meeting from time to time and the meeting may be held as adjourned without further notice.

9. Action at Meeting. At any meeting of the Board of Directors at which a quorum is present, a majority of the Directors present may take any action on behalf of the Board of Directors, unless a larger number is required by law, by the Articles of Organization or by these By-Laws.

10. Action by Consent. Any action to be taken at any meeting of the Board of Directors may be taken without a meeting if all the Directors consent to the action in writing and the written consents are filed with the records of the meetings of the Board of Directors. Such consents shall be treated for all purposes as a vote at a meeting of the Board of Directors.

11. Compensation. Members and Directors shall receive no compensation for their services as Members and Directors.

ARTICLE V

Officers

1. Enumeration. The officers of the Corporation shall consist of a President, one or more Vice Presidents, a Treasurer, a Clerk, and such other officers, as the Board of Directors may determine.

2. Election. The President, any Vice President, Treasurer and Clerk shall be elected annually by the Board of Directors at their first meeting following the annual meeting of Members. Other officers may be chosen by the Board of Directors at such meeting or at any other meeting.

3. Qualification. Any two or more offices may be held by any person. The Clerk shall be a resident of Massachusetts unless the Corporation has a resident agent appointed for the purpose of service of process. Any officer may be required by the Board of Directors to give bond for the faithful performance of his duties in such amount and with such sureties as the Board of Directors may determine.

4. Tenure. Except as otherwise provided by law, by the Articles of Organization or by these By-Laws, the President, Vice President, Treasurer and Clerk shall hold office until the first meeting of the Board of Directors following the next annual meeting of Members and until their respective successors are chosen and qualified; and all other officers shall hold office until the first meeting of the Board of Directors following the next annual meeting of Members and until their successors are duly elected and qualified, or for such shorter term as the Board of Directors may fix at the time such officers are elected. Any officer may resign by delivering his written resignation to the Corporation at its principal office or to the President, Clerk or Secretary, and such resignation shall be effective upon receipt unless it is specified to be effective at some other time or upon the happening of some other event.

5. Removal. The Board of Directors may remove any officer with or without cause by a vote of two-thirds of the Directors then in office; provided, that an officer may be removed for cause only after reasonable notice and opportunity to be heard by the Board of Directors.

6. Vacancies. Any vacancy in any office may be filled for the unexpired portion of the term by the Board of Directors.

7. President and Vice President. The President shall be the chief executive officer of the Corporation and shall, subject to the direction of the Board of Directors, have general supervision and control of its business. Unless otherwise provided by the Board of Directors he shall preside, when present, at all meetings of Members and of the Board of Directors.

The Vice President(s) shall aid the President in the performance of his responsibilities in such manner and to such extent as the President may request. He shall perform such duties and have such powers as may be designated by the Board of Directors or the President.

8. Treasurer and Assistant Treasurers. The Treasurer shall, subject to the direction of the Board of Directors, have general charge of the financial affairs of the Corporation and shall cause to be kept accurate books of account. He shall have custody of all funds, securities, and valuable documents of the Corporation, except as the Board of Directors may otherwise provide.

Any Assistant Treasurer shall have such powers and perform such duties as the Board of Directors may from time to time designate.

9. Clerk and Assistant Clerks. The Clerk shall keep a record of the meetings of Members. In case a Secretary is not elected or is absent, the Clerk or an Assistant Clerk shall keep a record of the meetings of the Board of Directors. In the absence of the Clerk from any meeting of Members, an Assistant Clerk if one be elected, otherwise a Temporary Clerk designated by the person presiding at the meeting, shall perform the duties of the Clerk.

10. Secretary. The Secretary, if one be elected, shall keep a record of the meetings of the Board of Directors. In the absence of the Secretary, the Clerk, any Assistant Clerk or a Temporary Secretary shall be designated by the person presiding at such meeting to perform the duties of the Secretary.

11. Other Powers and Duties. Subject to these By-Laws, each officer of the Corporation shall have in addition to the duties and powers specifically set forth in these By-Laws, such duties and powers as are customarily incident to his office, and such duties and powers as may be designated from time to time by the Board of Directors.

ARTICLE VI

Indemnification

1. Definitions. For purposes of this Article

(a) A "Director" or "Officer" means any person serving as a director of the Corporation or in any other office filled by appointment or election by the directors or the members and also includes (i) a Director or Officer of the Corporation serving at the request of the Corporation as a director, officer, employee, trustee, partner or other agent of another organization, and (ii) any person who formerly served as a Director or Officer;

(b) "Expenses" means (i) all expenses (including attorneys' fees and disbursements) actually and reasonably incurred in defense of a Proceeding, in being a witness in a Proceeding, or in successfully seeking indemnification under this Article, (ii) such expenses incurred in connection with a Proceeding initiated by a Director or Officer as may be approved

by the Board of Directors, and (iii) any judgments, awards, fines or penalties paid by a Director or Officer in connection with a Proceeding or reasonable amounts paid in settlement of a Proceeding; and

(c) A "Proceeding" means any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, and any claim which could be the subject of a Proceeding.

2. Right to Indemnification. Except as limited by law, the Corporation shall indemnify its Directors and Officers against all Expenses incurred by them in connection with any Proceedings in which they are involved as a result of their service as a Director or Officer, except that (i) no indemnification shall be provided for any Director or Officer regarding a matter as to which it shall be determined pursuant to Section 5 of this Article or adjudicated that he did not act in good faith and in the reasonable belief that his action was in the best interests of the Corporation, or with respect to a criminal matter, that he had reasonable cause to believe that his conduct was unlawful, and (ii) no indemnification shall be provided for any Director or Officer with respect to any Proceeding by or in the right of the Corporation or alleging that a Director or Officer received an improper personal benefit if he is adjudged liable to the Corporation in such Proceeding or, in the absence of such an adjudication, if he is determined to be ineligible for indemnification under the circumstances pursuant to Section 5 of this Article; provided, however, that indemnification of Expenses incurred by a Director or Officer in successfully defending a Proceeding alleging that he received an improper personal benefit as a result of his status as such may be paid if and to the extent authorized by the Board of Directors.

3. Settled Proceedings. If a Proceeding is compromised or settled in a manner which imposes any liability or obligation upon a Director or Officer, (i) no indemnification shall be provided to him with respect to a Proceeding by or in the right of the Corporation unless a court having jurisdiction determines that indemnification is reasonable and proper under the circumstances, and (ii) no indemnification shall be provided to him with respect to any other type of Proceeding if it is determined pursuant to Section 5 of this Article on the basis of the circumstances known at that time (without further investigation) that said Director or Officer is ineligible for indemnification.

4. Advance Payments. Except as limited by law, Expenses incurred by a Director or Officer in defending any Proceeding, including a Proceeding by or in the right of the Corporation, shall be paid by the Corporation to said Director or Officer in advance of final disposition of the Proceeding upon receipt of his written undertaking to repay such amount if he is determined pursuant to Section 5 of this Article or adjudicated to be ineligible for indemnification, which undertaking shall be an unlimited general obligation but need not be secured and may be accepted without regard to the financial ability of such person to make repayment; provided, however, that no such advance payment of Expenses shall be made if it is determined pursuant to Section 5 of this Article on the basis of the circumstances known at that time (without further investigation) that said Director or Officer is ineligible for indemnification.

5. Determinations; Payments. The determination of whether a Director or Officer is eligible or ineligible for indemnification under this Article shall be made in each instance by (a) a majority of the Directors or a committee thereof who are not parties to the Proceeding in question, (b) independent legal counsel appointed by a majority of such Directors, or if there are none, by a majority of the Directors in office, or (c) a majority vote of the members who are not parties to the Proceeding in question. Notwithstanding the foregoing, a court having jurisdiction (which need not be the court in which the Proceeding in question was brought) may grant or deny indemnification in each instance under the provisions of law and this Article. The Corporation shall be obliged to pay indemnification applied for by a Director or Officer unless there is an adverse determination (as provided above) within 45 days after the application. If indemnification is denied, the applicant may seek an independent determination of his right to indemnification by a court, and in such event the Corporation shall have the burden of proving that the applicant was ineligible for indemnification under this Article.

6. Insurance. The Corporation shall have power to purchase and maintain insurance on behalf of any agent, employee, director or officer against any liability or cost incurred by him in any such capacity or arising out of his status as such, whether or not the Corporation would have power to indemnify him against such liability or cost.

7. Responsibility With Respect to Employee Benefit Plan. If the Corporation or any of its Directors or Officers sponsors or undertakes any responsibility as a fiduciary with respect to an employee benefit plan, then for purposes of indemnification of such persons under this Article (i) a "Director" or "Officer" shall be deemed to include any Director or Officer of the Corporation who serves at its request in any capacity with respect to said plan, (ii) such Director or Officer shall not be deemed to have failed to act in good faith in the reasonable belief that his action was in the best interests of the Corporation if he acted in good faith in the reasonable belief that his action was in the best interests of the participants or beneficiaries of said plan, and (iii) "Expenses" shall be deemed to include any taxes or penalties imposed on such Director or Officer with respect to said plan under applicable law.

8. Heirs and Personal Representatives. The indemnification provided by this Article shall inure to the benefit of the heirs and personal representatives of a Director or Officer.

9. Non-Exclusivity. The provisions of this Article shall not be construed to limit the power of the Corporation to indemnify its Directors or Officers to the full extent permitted by law or to enter into specific agreements, commitments or arrangements for indemnification permitted by law. In addition, the Corporation shall have power to indemnify any of its agents or employees who are not Directors or Officers on any terms not prohibited by law which it deems to be appropriate. The absence of any express provision for indemnification herein shall not limit any right of indemnification existing independently of this Article..

10. Amendment. No amendment or repeal of the provisions of this Article which adversely affects the rights of a Director or Officer under this Article with respect to his acts or omissions at any time prior to such amendment or repeal, shall apply to him without his consent.

ARTICLE VII

Conflict of Interest

No contract or other transaction of the Corporation shall, in the absence of fraud or bad faith, be affected or invalidated by the fact that any Member, Director or officer of the Corporation

or any corporation, firm or association with which he may be a director, officer, shareholder or beneficiary may be a party to or may have an interest, pecuniary or otherwise, in any such contract or other transaction, provided that the nature and extent of his interest was disclosed to, and known by, the body of this Corporation (i.e., the Board or the General Membership) acting on such contract or other transaction, prior to such action. Any Member, Director or officer with such an interest may not be counted in determining the existence of a quorum at any meeting of the Members or Board of Directors at which any such contract or transaction is to be acted upon, and such Member, Director or officer shall not be entitled to vote with respect to the authorization of any such contract or transaction.

ARTICLE VIII

Committees

1. Executive Committee. The Executive Committee shall consist of not less than three (3) Board members designated by the Board. The Executive Committee shall be empowered to act on behalf of the Board of Directors between meetings. Any action taken by the Executive Committee shall be subject to ratification by the Board at its next meeting (and shall always be consistent with the Corporation's educational and charitable purposes). The Executive Committee shall hold meetings as required at the call of any or one or more of its members and at such meetings, a majority of the members of the Executive Committee shall constitute a quorum.

2. Nominating Committee. A Nominating Committee of not less than three (3) Board Members shall be appointed annually by the Board of Directors of the Corporation. The duties of the Nominating Committee are to nominate persons as members of the Board of Directors for regular and vacant terms under Article IV and to nominate persons as Officers. At such meetings, a majority of the members of the Nominating Committee shall constitute a quorum.

3. Other Committees. The Board of Directors may elect from its number such other committees and may delegate thereto some or all of its powers except those which by law, by the Articles of Organization, or by these By-Laws may not be delegated. The

Board of Directors may appoint such committees composed of Members to perform such tasks as the Board of Directors may determine. Except as the Board of Directors may otherwise determine, any such committee may make rules for the conduct of its business, but unless otherwise provided by the Board of Directors or in such rules, its business shall be conducted so far as possible in the same manner as is provided by these By-Laws for the Board of Directors. All members of such committees shall hold such offices at the pleasure of the Board of Directors. The Board of Directors may abolish any such committee at any time. Any committee to which the Board of Directors delegates any of its powers or duties shall keep records of its meetings and shall report its action to the Board of Directors. The Board of Directors shall have power to rescind any action of any committee, but no such rescission shall have retroactive effect. All committees, with the exception of the Executive Committee, shall be advisory and recommending in nature and shall be composed of members of the Board or Members and shall report to the Board of Directors for action on their reports. The reports of all committees shall be read into the minutes of the meeting at which they are presented.

ARTICLE IX

Miscellaneous Provisions

1. Fiscal Year. Except as otherwise determined by the Board of Directors, the fiscal year of the Corporation shall be the twelve months ending December 31.

2. Seal. The Board of Directors shall have power to adopt and alter the seal of the Corporation.

3. Voting of Securities. Unless otherwise provided by the Board of Directors, the President or Treasurer may waive notice of and act on behalf of the Corporation, or appoint another person or persons to act as proxy or attorney in fact for the Corporation with or without discretionary power and/or power of substitution, at any meeting of stockholders, shareholders, or members of any other corporation or organization, any of whose securities are held by the Corporation or of which the Corporation is a member.

4. Resident Agent. The Board of Directors may appoint a resident agent upon whom legal process may be served in any action or proceeding against the Corporation. Said resident agent shall be either an individual who is a resident of and has a business address in Massachusetts, a corporation organized under the laws of Massachusetts, or a corporation organized under the laws of any other state of the United States, which has qualified to do business in, and has an office in, Massachusetts.

5. Corporate Records. The original, or attested copies, of the Articles of Organization, By-Laws and records of all meetings of the incorporators and Members shall be kept in Massachusetts at the principal office of the Corporation, or at an office of its Clerk or resident agent, and shall be open at all reasonable times to the inspection of any Member or Director for any proper purpose.

6. Articles of Organization. All references in these By-Laws to the Articles of Organization shall be deemed to refer to the Articles of Organization of the Corporation then in effect.

7. Net Earnings and Dissolution. The net earnings of the Corporation shall be devoted as stated in its Articles of Organization exclusively to civic, charitable and educational purposes within the guide lines of Section 501(c)(3) of the Internal Revenue Code of 1954, as amended. Subject to the requirements of law, in the event of the voluntary dissolution of the Corporation, the Members shall designate as recipient of the Corporation's property remaining after winding up of its affairs, any organization or organizations which are exempt from taxation under Section 501(c)(3) of the Internal Revenue Code (as amended from time to time) and which, in the sole discretion of the Members, most nearly further the purposes for which the Corporation is organized.

8. Amendments. The Members shall have the power to make, amend or repeal these By-Laws, provided, however, that the Directors may make, amend or repeal the By-Laws (other than this Section 8) in whole or in part, except with respect to any provisions thereof which by law, the Articles of Organization or these By-Laws requires action by the Members. Not later than the time of giving notice of the meeting of Members next following the making, amending or repealing by the Directors of any By-law, notice thereof stating the substance of such change shall be given to all Members entitled to vote on amending the By-Laws. Any amendment or repeal of these By-Laws by the Directors and any

By-law adopted by the Directors may be amended or repealed by the Members. Any action by the Members or the Directors under this Section 8 shall require the affirmative vote of at least two-thirds (2/3) of such Members or Directors then in office.

9. Conduct of Meetings. Robert's Rules of Order shall govern the proceedings of all meetings of the Corporation.

SVS-0566/A

ASIAN COMMUNITY DEVELOPMENT CORPORATION

CODE OF ETHICS

As a community development corporation, we have a special responsibility to maintain the highest level of integrity in all aspects of our activities. The requirement that we operate within the law is just the beginning of the ethical discipline we accept and follow. Indeed, we aim for a standard of conduct well beyond what the law demands. This code of conduct reaffirms our commitment to integrity as a cornerstone of our community development activities.

The overriding principles which form the nucleus of code of ethics are:

1. Ethical conduct is characterized by honesty, integrity and freedom from deception.
2. All transactions must be performed in an open and aboveboard manner.
3. Ethical conduct will contribute to successful results for our community.

For the purposes of this Code of Ethics the term "agent" shall include any employee, officer, director or agent of the Company.

Conflicts of Interest.

Conflicts can arise in many situations. They happen when an agency benefits directly or indirectly at the Company's expense or when his or her actions are contrary to the Company's objectives. It is impossible to describe every conflict situation; in cases where there is any doubt whether an action is proper or improper, agents should consult the Executive Director before taking any action.

Every agent is expected to avoid any activity, investment, interest or association that interferes with or appears to interfere with the independent exercise of judgment in the Company's best interest.

More specifically:

- No agent shall, directly or indirectly, have any financial interest in or derive any income of other than nominal value from any supplier, customer or competitor of the Company without full disclosure to and written clearance from the Board of Directors.

- No agent shall, directly or indirectly, accept any money, gratuities, gifts or favors of other than nominal value, unusual or excessive entertainment or hospitality, loans, guarantees or preferential treatment from any supplier, customer or competitor of the Company.
- No agent shall commit the Company to any business transaction for his or her personal benefit, directly or indirectly, without prior full disclosure to and written clearance from the Board of Directors.
- An agent shall not use Company assets or services for personal benefit unless they have been properly approved for general use by employees. Company property should not be sold, loaned, given away or otherwise disposed of, regardless of condition or value, except with proper authorization. Proper authorization shall mean 1) approved by Executive Director if \$500 or less; or 2) approved by the Board of Directors or its designee of any amount.
- Business opportunities or investments within the scope of the Company's present or potential future business known or made available to an agent shall be offered to the Company before the agent acts on the opportunity or investment for personal benefit.
- An agent may be considered to have an indirect interest in, or benefit from, an organization or transaction if any of the following have such an interest or benefit:
 - (a) members of the agent's immediate family (spouse and children) or household
 - (b) close relatives of the agent by blood or marriage (parents, siblings, grandparents, grandchildren, uncles, aunts, first cousins, nieces and nephews of the agent or spouse)
 - (c) any firm in which the agent or such family members or relatives of the agent have a significant financial interest or serve as an officer, agent or representative.

-- An agent shall not use for his or her own benefit or divulge to any other person, firm or corporation any confidential information relative to the Company or its operations that the agent may have obtained during the term of this or her agency by the Company. The phrase "confidential information" is not capable of precise definition, but each agent should treat as confidential any information concerning the Company's practices and procedures, its plans and products or its relationships with agents and customers that could be useful to a competitor and is not in the public domain or readily available from a public source.

Improper Payments.

It is contrary to Company policy, and under some circumstances may be a violation of law, for any improper payments to be arranged for or made, directly or indirectly, on behalf of the Company. Such payments would include bribes, kickbacks, gratuities, gifts or favors other than of nominal value, unusual or excessive hospitality or entertainment, loans, guarantees or benefits given to any customer, purchasing agent, supplier or designated agent to benefit the Company by unduly influencing acts or decisions. It is also improper for any such payments to be arranged for or made to any public official (including federal, state, local and foreign officials) or designated agent for the purpose of influencing any official act or decision to benefit the Company. Payments that are likely to have the effect of improperly influencing decisions to the Company's benefit are equally improper, whether or not that purpose was intended.

ASIAN COMMUNITY DEVELOPMENT CORPORATION

FINANCIAL STATEMENTS

For the Six Months Ended June 30, 1990

ASIAN COMMUNITY DEVELOPMENT CORPORATION

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RICHARD H. LEE, P.C.

Certified Public Accountant

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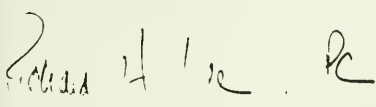
INDEPENDENT AUDITOR'S REPORT

to the Board of Directors of
Asian Community Development Corporation

We have audited the accompanying balance sheet of Asian Community Development Corporation as of June 30, 1990, and the related statements of support, revenue and expenses and changes in fund balance, functional expenses, and changes in financial position for the six months then ended. These financial statements are the responsibility of the Company's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audit provides a reasonable basis for my opinion.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Asian Community Development Corporation as of June 30, 1990, and the results of its operations and the changes in its financial position for the six months then ended in conformity with generally accepted accounting principles.



November 14, 1990

ASIAN COMMUNITY DEVELOPMENT CORPORATION

BALANCE SHEET
June 30, 1990

ASSETS

	RESTRICTED			TOTAL
	CEED	PARCEL B	GENERAL	
Assets				
Cash	\$ -	\$ 1,424	\$ 57,089	\$ 58,513
Grant receivables	2,317	-	-	2,317
Due from other funds	-	11,480	2,317	*
Property and equipment, net (Note 2)	-	-	3,474	3,474
Projects under development (Note 3)	-	123,410	-	123,410
Security deposits	-	-	529	529
TOTAL ASSETS	\$ 2,317	\$ 136,314	\$ 63,409	\$ 188,243

LIABILITIES AND FUND BALANCES

Liabilities				
Accounts payable	\$ -	\$ -	\$ 1,236	\$ 1,236
Accrued expenses	-	63,946	112	64,058
Due to other funds	2,317	-	11,480	*
Notes payable (Note 3)	-	43,500	-	43,500
Total Liabilities	2,317	107,446	12,828	108,794
Fund Balances	-	28,868	50,581	79,449
TOTAL LIABILITIES AND FUND BALANCES	\$ 2,317	\$ 136,314	\$ 63,409	\$ 188,243

Interfund borrowings eliminated in combination

See accompanying notes to the financial statements.

ASIAN COMMUNITY DEVELOPMENT CORPORATION
STATEMENT OF SUPPORT, REVENUE AND EXPENSES
AND CHANGES IN FUND BALANCE
For the six months ended June 30, 1990

	RESTRICTED			
	CEED	PARCEL B	GENERAL	TOTAL
SUPPORT AND REVENUE				
Grants	\$ 10,168	\$ 5,000	\$ 28,000	\$ 43,168
Membership dues	-	-	270	270
Interest income	-	-	1,887	1,887
Other	-	-	300	300
TOTAL SUPPORT AND REVENUE	10,168	5,000	30,457	45,625
EXPENSES				
Program Services:				
Parcel B	-	22,393	-	22,393
Other	3,647	-	2,432	6,079
Supporting Services:				
Management and general	4,392	-	2,927	7,319
Fundraising	2,129	-	1,416	3,545
TOTAL EXPENSES	10,168	22,393	6,775	39,336
EXCESS(DEFICIENCY) OF SUPPORT AND REVENUE OVER EXPENSES	-	(17,393)	23,682	6,269
OTHER CHANGES TO FUND BALANCES				
Operating transfers in(out)	-	22,384	(22,384)	-
FUND BALANCES, beginning	-	23,877	49,283	73,160
FUND BALANCES, ending	\$ -	\$ 28,868	\$ 50,581	\$ 79,449

See accompanying notes to the financial statements.

ASIAN COMMUNITY DEVELOPMENT CORPORATION

STATEMENT OF FUNCTIONAL EXPENSES For the six months ended June 30, 1990

	PROGRAM SERVICES		SUPPORTING SERVICES		TOTAL
	PARCEL B	OTHER	MGMT & GENERAL	FUND-RAISING	
EXPENSES					
Salaries	\$ 14,354	\$ 3,588	\$ 3,588	\$ 2,392	\$ 23,923
Employee benefits	276	69	69	46	460
Payroll taxes	1,083	271	271	181	1,805
Total Salaries and Related Expenses	15,713	3,928	3,928	2,619	26,188
Advertising	709	-	-	-	709
Dues and subscriptions	345	86	86	57	574
Insurance	400	-	-	-	400
Translation fees	-	760	-	-	760
Legal and professional	-	-	2,000	-	2,000
Miscellaneous	1,330	331	331	221	2,213
Office supplies	666	167	167	111	1,111
Postage	286	71	71	47	475
Printing	211	53	53	35	352
Rent	1,905	476	476	317	3,174
Telephone	506	127	127	84	844
Utilities	117	29	29	19	194
TOTAL EXPENSES BEFORE DEPRECIATION	22,188	6,028	7,268	3,510	38,994
Depreciation	205	51	51	35	342
TOTAL EXPENSES	\$ 22,393	\$ 6,079	\$ 7,319	\$ 3,545	\$ 39,336

See accompanying notes to the financial statements.

ASIAN COMMUNITY DEVELOPMENT CORPORATION
STATEMENT OF CHANGES IN FINANCIAL POSITION
For the six months ended June 30, 1991

	RESTRICTED		GENERAL	TOTAL
	CEED	PARCEL E		
RESOURCES PROVIDED:				
Excess(Deficiency) of support and revenue over expenses	\$ -	\$ (17,393)	\$ 23,682	\$ 6,289
Add items not using resources	-	-	-	-
Depreciation	-	-	342	342
Resources provided from operations	-	(17,393)	24,024	6,631
Decrease in grant receivables	8,757	-	1,000	9,757
Decrease in due from other funds	-	-	8,757	8,757
Increase in accounts payable	-	-	31	31
Increase in due to other funds	-	-	4,000	4,000
Increase in notes payable	-	35,000	-	35,000
TOTAL RESOURCES PROVIDED:	8,757	17,607	37,814	64,178
RESOURCES USED:				
Increase in due from other funds	-	4,000	-	4,000
Increase in projects under development	-	6,244	-	6,244
Decrease in accrued expenses	-	28,854	937	29,791
Decrease in due to other funds	8,757	-	-	8,757
TOTAL RESOURCES USED:	8,757	39,000	937	48,694
INTERFUND TRANSFER:	-	22,364	(22,364)	-
INCREASE/(DECREASE) IN CASH	-	901	14,493	15,394

ASIAN COMMUNITY DEVELOPMENT CORPORATION

NOTES TO FINANCIAL STATEMENTS June 30, 199

ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES

Organization

Asian Community Development Corporation (ACDC) is a nonprofit corporation organized to promote the economic development and improve the social welfare of Asian American communities primarily in the Greater Boston area.

Basis of Presentation

The financial statements have been prepared on an accrual basis and in conformity with the standards promulgated by the American Institute of Certified Public Accountants in its audit guide for voluntary health and welfare organizations.

Fund Accounting

In order to ensure observance of limitations and restrictions placed on the use of resources available to ACDC, the accounts are maintained in accordance with the principles of fund accounting. This is the procedure by which resources for various purposes are classified for accounting and reporting purposes into funds established according to their nature and purpose. Separate accounts are maintained for each fund; however, in the accompanying financial statements, funds that have similar characteristics have been combined into fund groups.

Grants

Resources received under grants with Governmental Agencies are recorded as revenue in the appropriate fund when the related costs are incurred since these grants are on a cost-reimbursement basis. Grant receivables represent amounts due for expenditures incurred prior to year end. Deferred amounts represent cash received in advance of the related expenditures. All other grants are recorded as revenue when the grant is pledged or received.

Membership Dues

Membership dues are recognized as revenue when earned.

Functional Expenses

Expenses are charged to each program based on direct expenditures incurred. Any expenditures not directly chargeable are allocated to a program based on related salary expenses.

ASIAN COMMUNITY DEVELOPMENT CORPORATION

NOTES TO FINANCIAL STATEMENTS June 30, 1990

1) ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (Continued)

Property and Equipment

Property and equipment are stated at cost. Depreciation is computed on a straight line basis over the following estimated useful lives:

Furniture	7 years
Equipment	5 years

Income Taxes

ACDC is a qualified tax-exempt organization under Internal Revenue Code Section 501(c)(3) and, accordingly, no income tax provision is required.

2) PROPERTY AND EQUIPMENT

At June 30, 1990, property and equipment consist of the following:

Furniture	\$ 1,380
Equipment	2,420
	3,800
Less: Accumulated depreciation	340
Property and equipment, net	\$ 3,460

3) PROJECTS UNDER DEVELOPMENT

In September 1988, ACDC received designation from Boston Redevelopment Authority (BRA) as real estate developers of a project known as "Parcel P". During fiscal year 1990, ACDC incurred costs in connection with the development of plans to finance, acquire and organize the development of these residential units. As of June 30, 1990, \$ 120,418 of charges has been incurred for legal, architectural and other development costs. These costs have been reflected as Projects under development in the accompanying balance sheet at June 30, 1990.

The total estimated costs of the project, including carrying costs during construction, furnishings and fixtures, etc., are expected to be approximately \$ 30,000.

ASIAN COMMUNITY DEVELOPMENT CORPORATION

NOTES TO FINANCIAL STATEMENTS

June 30, 1990

PROJECTS UNDER DEVELOPMENT (continued)

Funding has been provided through various grants and notes payable to governmental agencies. As of June 30, 1990, notes payable consist of the following:

Community Economic Development Assistance Corporation

The maximum obligation under these interest-free note agreements is \$ 157,500, and amounts borrowed are payable upon receipt of permanent loan financing. These notes are forgiven if the project is not completed. The balance of these notes payable at June 30, 1990 was \$ 8,500.

Boston Redevelopment Authority

\$ 35,000 note payable upon closing of permanent loan financing not to exceed 3 years (March 1993). Interest is stated at zero percent and no payment of principal is required during the term of the loan.

FORM 3

HOUSING DEVELOPMENT BUDGET

FORM 3

HOUSING DEVELOPMENT BUDGET

Developer Name: ASIAN COMMUNITY DEVELOPMENT CORPORATION

	HOUSING	% OF HC
ACQUISITION	1,000,000	7.03%
<u>CONSTRUCTION COSTS</u>		
New 107,906 GSF @ \$85.00 / GSF	9,170,000	64.44%
Site Prep, Demolition & Site Improvements	780,000	5.48%
Parking 0 GSF @	0	0.00%
Construction Cost Contingency @ 5.0%	500,000	3.51%
	-----	-----
TOTAL CONSTRUCTION COSTS	10,450,000	75.43%

RELATED COSTS

Architect/Engineering 5.0% of Hard Costs	498,000	3.50%
Building & Other Permits 1.0% of Hard Costs	100,000	0.70%
Insurance during Construction	70,000	0.49%
Property Tax during Construction	25,000	0.18%
Construct. Loan Interest Rate term Avg Bal	581,000	4.08%
9.50% 20 3,666,500		
Legal Fees	150,000	1.05%
Marketing/Rent-up	130,000	0.91%
Developer's Overhead 1.9% of TDC	270,000	1.90%
Other Professional Fees		
Accounting & Cost Certification	40,000	0.28%
Development Consultant	250,000	1.76%
Surveys, Geotechnical, Misc. Engineering & Fees	65,000	0.46%
Title & Recording	30,000	0.21%
Financing Fees		
R-DAL Application Fee 0.00% of TDC	0	0.00%
Site Inspection Fee 0.50% of loan	37,000	0.26%
Application Fee 0.30% of loan	22,000	0.15%
Mortgage Financing Fee 2.00% of loan	147,000	1.03%
Credit Enhancement 0.00% of loan	0	0.00%
Other Related Costs		
Bonding 1.0% of Hard Costs	100,000	0.70%
Hazardous Waste Remediation	40,000	0.28%
Appraisal Fee	5,000	0.04%
Seed Money Interest	5,000	0.04%
Clerk of the Works	86,000	0.60%
Soft Costs Contingency @ 5.0% of Soft Costs	130,000	0.91%
	-----	-----
TOTAL RELATED COSTS	2,781,000	19.54%
TOTAL DEVELOPMENT COST	14,231,000	100.00%
	=====	

FORM 4

FINANCING SOURCES

FORM 4

FINANCING SOURCES

Construction

Project Cost: 14,231,000

Developer Equity: 5,898,000

Source of Equity:

1.	Community Development Action Grant	500,000
2.	BRA Planning Grant (PWED)	50,000
3.	NDF/Other Subsidies	303,000
4.	Community Development Fund (Parcel 18 & One Lincoln Street Parcel-to-Parcel)	250,000
5.	Syndication Proceeds	4,540,000
	% syndicated = 70.00%	
6.	Neighborhood Housing Trust (1)	255,000

Loan Sources:

Source	Loan Type	Rate	Fees	Term (mos)	Amount
AFL-CIO (2)	Construction Loan	9.50%	0.50%	20	7,333,000
BRA	Acquisition Loan		to be determined		1,000,000

Permanent

Project Cost: 14,231,000

Developer Equity: 5,398,000

Source of Equity:

1.	Community Development Action Grant	500,000
2.	BRA Planning Grant (PWED)	50,000
3.	NDF/Other Subsidies	303,000
4.	Community Development Fund (Parcel 18 & One Lincoln Street Parcel-to-Parcel)	250,000
5.	Syndication Proceeds	4,540,000
	% syndicated = 70.00%	
6.	Neighborhood Housing Trust (1)	255,000

Loan Sources:

Source	Loan Type	Rate	Fees	Term (mos)	Amount
AFL-CIO (2)	Taxable	9.50%	0.50%	30	7,333,000
BRA	Acquisition Loan		to be determined		1,000,000

- \$255,000 Neighborhood Housing Trust linkage funds will be used for construction while \$545,000 will be escrowed to provide an annual operating subsidy for the housing over a nine year period.
- The AFL-CIO mortgage will be supported by operating subsidies from two sources (See 20 Year Operating Proforma).

FINANCING STRUCTURE

1.	PRIMARY CONSTRUCTION LOAN	
	Total Development Costs	14,231,000
	Construction Loan Amount - AFL-CIO	7,333,000
2.	EQUITY REQUIREMENT & SOURCES	
	Equity Requirement	6,898,000
	Sources of Equity	
1.	Community Development Action Grant	500,000
2.	BRA Planning Grant (PWED)	50,000
3.	NDF/Other Subsidies	303,000
4.	Community Development Fund	250,000
5.	Syndication Proceeds	4,540,000
6.	Neighborhood Housing Trust	255,000
7.	BRA Acquisition Subordinate Loan	<u>1,000,000</u>
	Total Sources of Equity	6,898,000
3.	SOURCES OF REPAYMENT OF CONSTRUCTION LOANS	
	Amount of Construction Loans	8,333,000
	Primary Construction Loan - AFL-CIO	7,333,000
	Subordinate Loans - BRA Acquisition Loan	1,000,000
	Sources of Repayment	
	Permanent Loan -AFL-CIO Housing Investment Trust	7,333,000
	Subordinate Loans - BRA Acquisition Loan	1,000,000

Treasury assumptions		4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Net Income		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
NET INCOME		YIELD														
Net Income Excluded Items		458	518	539	560	583	606	630	656	682	709	737	765	794	830	863
Net Income Credit Items		236	246	255	266	276	287	299	311	323	336	350	364	378	393	409
Net Income		310	322	335	348	362	377	392	407	424	441	468	497	526	556	586
TOTAL NET INCOME		1,044	1,086	1,129	1,174	1,221	1,270	1,321	1,374	1,429	1,486	1,545	1,607	1,671	1,736	1,806
PRELIMINARY INCOME - EXCESS		30	53	56	58	61	64	68	71	76	78	82	86	91	95	100
SAFETY INCOME		6	6	6	7	7	7	8	8	9	9	9	10	10	11	11
POTENTIAL GROSS INCOME		1,100	1,145	1,191	1,239	1,289	1,342	1,396	1,453	1,512	1,573	1,637	1,703	1,771	1,844	1,919
FACTORY - Market @		(55)	(16)	(17)	(17)	(18)	(19)	(20)	(20)	(21)	(22)	(23)	(24)	(25)	(26)	(27)
- Lot @		(22)	(23)	(24)	(25)	(26)	(27)	(28)	(29)	(30)	(31)	(32)	(33)	(34)	(35)	(36)
EFFECTIVE RESIDENTIAL INCOME		1,063	1,106	1,151	1,197	1,246	1,296	1,349	1,403	1,460	1,520	1,583	1,645	1,712	1,782	1,854
NET OPERATING CONTRIBUTION - <i>ADDITIONAL SUBSIDIES</i>		152	152	152	152	152	152	152	152	152	152	152	152	152	152	152
SPONSOR OPERATING EXPENSE - <i>EXPENSE</i>		160	143	125	107	89	70	51	31	11	0	0	0	0	0	0
T-005		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EFFECTIVE GROSS INCOME		1,274	1,400	1,426	1,456	1,466	1,518	1,551	1,586	1,633	1,671	1,703	1,737	1,804	1,933	2,006
OPERATING EXPENSES		520	546	533	502	472	464	457	432	408	407	447	489	516	541	5,010
NET INCOME AVAILABLE FOR DEBT SERVICE		854	854	854	854	854	854	854	854	854	854	854	854	854	854	854
DEBT SERVICE @ 8% = 10.5%		727	727	727	727	727	727	727	727	727	727	727	727	727	727	727
NET SERVICE CONTRAST		70	70	70	70	70	70	70	70	70	70	70	70	70	70	70
CASH FLOW		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

of of kindage quantities @ 2.500
Amount that not be available in Year 1 = 615,000
Amount that not be available at construction loan closing = 545,000



AFL-CIO
HOUSING
INVESTMENT TRUST

Floyd H. Hyde
Chief Executive Officer

William C. Tut
Financial Manager

Michael M. Arnold
Director of Investor Relations

August 21, 1991

Honorable Raymond L. Flynn, Mayor
City of Boston
Boston City Hall
One City Hall Plaza
Boston, Massachusetts 02201

Dear Mayor Flynn:

I am pleased to acknowledge your letter of support for the housing developments in Chinatown and the West End in Boston which we have discussed at some length with Mr. Stephen Coyle and his staff.

As I indicated to you at our meeting in April, it is our objective to work with you and the Boston Redevelopment Authority (BRA) to provide a steady source of funds for worthwhile affordable housing projects in Boston. I like to describe our role as a long-term financial partner in achieving your housing goals, while at the same time fulfilling our mandate of secure investments at competitive rates for our participants, and the creation of union jobs for their members.

We are very encouraged by the progress we are making with BRA staff in connection with these specific projects and with your strong support I am confident that we will be able to bring them to a successful conclusion.

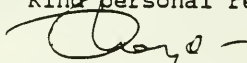
Given the requirements of our charter, it may be necessary for us to involve the Massachusetts Housing Finance Agency through issuance of taxable bonds for financing of these projects.

Flynn- 2

Please be assured that we will continue our best efforts to bring these projects to a successful conclusion as soon as possible. We look forward to establishing a long-term relationship with you and the City of Boston in achieving your important housing goals.

In the event we encounter any problems, I will of course contact you immediately - after all - that's the Mayor's job!!

Kind personal regards,



Floyd H. Hyde
Chief Executive Officer

LS1
FHH:bsl
opeiu 2 afl-cio

cc: Mr. Richard Ravitch, Chairman HIT
Mr. Joseph Nigro, Building & Construction Trades 645
Ms. Jackie Kay, Asian Community Development Corporation ✓
Msg. Michael Grodin, Archdiocese Planning Office of Urban
Affairs
Mr. Robert Kuehn, Keen Development Company
Mr. Bing Wong, Chinese Economic Development Council
Mr. Stephen Coyle, Director, Boston Redevelopment Authority



CITY OF BOSTON • MASSACHUSETTS

OFFICE OF THE MAYOR
RAYMOND L. FLYNN

August 19, 1991

Mr. Floyd Hyde
Chief Executive Officer
AFL-CIO Housing Investment Trust
1717 K Street, N.W. Suite 707
Washington, D.C. 20006

Dear Mr. Hyde:

It was a pleasure to meet with you in April of this year here in Boston. I am very pleased with progress that has been made since then regarding your procedures and regulatory authority related to investing in affordable housing.

Specifically, I am writing to express my strong support for the housing developments in Chinatown and the old West End which have requested financing from the AFL-CIO Housing Investment Trust. These developments are Oak Street Village by the Asian Community Development Corporation (ACDC), Mei-Wah Village by the Chinese Economic Development Council (CEDC), and Lowell Square by the Planning Office for Urban Affairs of the Boston Archdiocese and Keen Development Company. I urge you to give these projects your most careful review, and to provide the necessary debt financing so that this greatly needed housing, and the hundreds of construction jobs that will be created, can go forward.

Chinatown, one of the lowest income neighborhoods in the city of Boston, faces an acute shortage of affordable housing, severe overcrowding, and seriously distressed existing housing stock. The development of Oak Street Village and Mei-Wah Village is critical to the City's effort to address these problems. ACDC and CEDC have put together strong, competent development teams to carry out these projects, and have secured important subsidies to support the development.

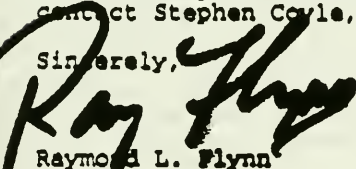
Mr. Floyd Hyde
August 19, 1991
Page 2

As you may know, the old West End of Boston was demolished during the early days of Urban Renewal. The vast majority of the lower income residents of that neighborhood were forced to relocate. Lowell Square presents one of the few opportunities available today to provide affordable housing in the West End which can serve the displaced households or their families. In addition, Lowell Square presents a unique opportunity to provide new, decent affordable housing in the downtown area for residents from the entire city. The Archdiocese and Keen Development have substantial experience, as well as great success in developing affordable housing throughout greater Boston.

The City of Boston, and the Boston Redevelopment Authority (BRA), are strongly committed to these projects. I was very pleased that representatives of the AFL-CIO Housing Investment Trust were able to meet with staff of the BRA recently and tour numerous similar successfully completed projects throughout Boston which the City and BRA have sponsored. As with those projects, we are prepared to dedicate substantial resources to assist in the financing and subsidization of the Chinatown and Lowell Square projects; and we will do all in our power to ensure the successful development of these sites. Your participation by providing debt financing is an essential element to these important projects moving forward, creating both the greatly needed housing and local jobs.

I want to thank you for your consideration of these requests. If you have any questions or need any additional information, please contact Stephen Coyle, Director, Boston Redevelopment Authority.

Sincerely,



Raymond L. Flynn
Mayor

cc: Mr. Richard J. Ravitch, Chairman
Mr. Joseph Nigro, Building & Construction Trades 645
Ms. Jackie Kay, Asian Community Development Corporation
Msg. Michael Grodin, Archdiocese Planning Office of Urban Affairs
Mr. Robert Kuehn, Keen Development Company
Mr. Bing Wong, Chinese Economic Development Council



BOSTON HOUSING AUTHORITY
32 Chauncy Street
Boston, Massachusetts 02111

517-451-1150

August 26, 1991

Mr. John Mastropietro
Regional Administrator
Department of Housing and Urban Development
10 Causeway Street
Boston, MA 02222-1092

Attn: Richard Kluck, Director of Housing Management

Re: Section 8 Project Based Assistance
Proposal submission and Request for Bedroom Redistribution
Project No. MA06-E002-040

Dear Mr. Mastropietro:

On January 22, 1991, your office approved the request of the Boston Housing Authority (BHA) to proceed with the implementation of a Section 8 Project Based Assistance Program. The BHA received authorization to utilize the 133 Certificates awarded under Project number MA06-E002-040 for this Program. After an extensive proposal selection process, administered in accordance with the HUD approved Project Selection Plan, the BHA selected eleven (11) of a total of twenty-two (22) projects for submission to your office for approval.

In compliance with HUD regulations, the BHA certifies that:

- a) The units were selected in accordance with the HUD approved Project Selection Plan;
- b) No permanent displacement will occur as a result of the rehabilitation or construction of the selected projects;
- c) No selected project is HUD insured or co-insured;
- d) Based upon site visits, all projects meet the \$1000 minimum per unit requirement for rehabilitation;
- e) The selected proposals are eligible properties as defined in 24 CFR 882.709;
- f) The selected proposals conform with 24 CFR 882.717 "other federal requirements";
- g) All proposals are responsive to and in compliance with the BHA's Project Selection criteria and procedures;
- h) The BHA approves of the use of SRO units for subsidy under the PBA Program and certifies that the properties will meet applicable local health and safety standards.



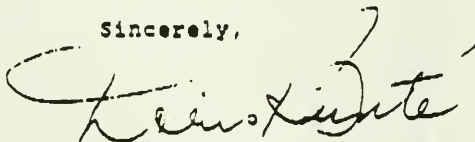
Enclosed with this letter please find the following items:

- Attachment #1: Copy of the advertisement announcing the Request for Proposals;
- Attachment #2: Description of the Proposal Selection Process;
- Attachment #3: BHA Project Selection Summary Sheets in order of scoring
- Attachment #4: Worksheets for bedroom redistribution of project number MA06-E002-040;
- Attachment #5: Copy of a letter from the City of Boston, dated March 15, 1991, approving the use of Section 8 Certificates for SRO units.

Submitted for review are one (1) copy of each of the eleven selected proposals. Two copies of each proposal requiring a layering review are submitted in order to help expedite the transmittal to HUD Central. Attachment #6 lists those proposals which require a layering review. The BHA also requests that HUD complete an environmental review of each project in accordance with 24 CFR 882.721 (B).

If you or your staff have any questions about the enclosed materials please Contact Mr. William T. Riley, Assistant Administrator of Leased Housing at 451-1250 extension 551.

Sincerely,



Doris Bunte
Administrator

DB/pam

Enclosures,

Project Based Assistance Proposal Ranking Summary

Project Name	20/ P	Supp. Serv.	Key Struc.	Devel. Cap.	Rehab Lev.	Read- iness	Site & Design	Total
Cortes St.	15	6.5	23.5	14.5	8	12	10	89.5
57 Hemenway St	15	10	19.5	14.5	9	11	9.5	88.5
Lucerne Gardens	15	8.5	24.5	12	8.5	11	8	87.5
Renwood Corp	12	9.5	20.5	11.5	9.5	13	9	85
Ashford St	14.5	10	23.5	13	7	6.5	9.5	84
Trinity	15	1	23	11	8.5	14	10	82.5
698 Mass Ave	15	10	21.5	10	4	10	9	79.5
Building #104	15	2.5	22.5	14	9	8	8	79
Parkview SRO	15	2.5	20.5	14.5	8.5	6.5	9	76.5
Oak St Village	0	5	24	15	9	9	9	71
Mei Wah Village	0	5	24	14	8	10.5	8.5	70
Audubon Circle	15	8	15	10	8	5	8	69
Sargent-Prince	15	0	24.5	9	3	8	8.5	68
Alex-Magnolia	15	0	20	11	8	5	8	67
Back of the Hill	0	0	22	14	8.5	7	9.5	61
Humboldt Apts	0	0	19.5	11	8	10.5	9.5	58.5
41-43 Harold St	0	9.5	10.5	10.5	7	15	4	56.5
Charles Smith Prop	0	0	19.5	11.5	7.5	9.5	7.5	55.5
Arboretum	0	0	14.5	12	9	4	8.5	48
Bostonian Chambers		Eliminated in Preliminary Screening						0
Stony Brook		Proposal Withdrawn by Sponsor						0
Hyde Square		Proposal Withdrawn by Sponsor						0



RAYMOND L. FLYNN, MAYOR

PUBLIC FACILITIES DEPARTMENT

July 31, 1991

Kevin Smith
Acting Secretary
Executive Office of Communities and Development
100 Cambridge Street
Boston, MA 02202

Re: Low Income Housing Tax Credit Priorities

Dear Mr. Smith:

We are writing to convey to you the City of Boston's priorities for the Low Income Housing Tax Credit allocations for the projects that applied in the June 15, 1991 funding round. We appreciate having been given this opportunity.

We have established three priority categories which are detailed below. We based our analysis on readiness to proceed, impact, long term benefit to the community, and furthering the affordable housing agenda of the City of Boston. Category A represents the highest City priority; category B represents a high City priority; and category C represents a City priority.

CATEGORY A

(listed alphabetically)

Production

Alexander Magnolia Coop
Bldg. 104 Navy Yard
Chinatown Parcel R3-3
Daly House *
Sargent-Prince Block Dev't. *
Vietnam Vets Workshop SRO *
West 2nd St. Coop

At Risk/Market Opportunities

Cottage Brook Apartments
Jamaica Plain Apartments
Low Cost Housing

CATEGORY B

Brooks School
Granite 48
Regent Hill
Renwood Housing
Winthrop Estates

Prang Estates



CATEGORY C

Production

At Risk/Market Opportunities

677 Tremont St SRO *
372-382 Warren St. & 3 Maywood St.
326 Shawmut Ave. *
123 Crawford St. *

Crawford House
Danube Apartments
Gardner Apartments
Thane Street

* indicates SRO and Special Needs housing

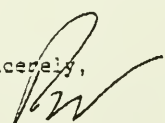
All of these projects will provide much needed affordable housing for low and moderate income families, individuals, the homeless, the elderly and those with supportive housing needs.

We have chosen the seven production projects in Category A, because these projects are critical to implementing many of the City's as well as the State's goals for housing and community development. It is with a great deal of optimism that we put these projects on the highest priority list.

As you know, our decision here is based on what I outlined in my recent letter to you. In that letter, I stated that two-thirds of the statewide demand for Credit has been in the Production category, the majority of which is in Boston. Unfortunately EOCD targeted only 40% of the Credit for Production. This category also includes SRO and Special Needs housing and these are not market driven. Therefore, I suggested that EOCD consider placing SRO and Special Needs housing in a separate category.

We hope that our input will prove to be helpful to you in determining how to allocate the Tax Credits for the June 15, 1991 round. I look forward to continuing to work with you to successfully apply the Credit to these and other affordable housing projects in Boston.

Sincerely,


Patrick McGuigan
Deputy Director
Housing and Neighborhood Development

cc: Robin Welch
Tom O'Malley
Esther Schlorholtz
Michelle Harris



FORM

DISCLOSURE STATEMENT

FORM 1

DISCLOSURE STATEMENT

Any person submitting a development proposal to the City of Boston must truthfully complete this statement and submit it prior to being formally designated for any project.

1. Do any of the principals owe the City of Boston any monies for incurred real estate taxes, rents, water and sewer charges or indebtedness?

2. Are any of the principals employed by the City of Boston? If so, in what capacity? (Please include name of agency or department and position held in that agency or department.)

3. Have any of the principals previously owned real estate? If so, when, where, and what type of property?

4. Were any of the principals ever the owners of any property upon which the City of Boston foreclosed for his/her failure to pay real estate taxes or other indebtedness?

5. Have any of the principals ever been convicted of any arrest-related crimes, or currently under indictment for any such crimes?

6. Have any of the principals been convicted of violating any law, code, statute or ordinance regarding conditions of human habitation within the last three (3) years?

SIGNED UNDER THE PAIN AND PENALTIES OF PERJURY:

FORM 6

AFFIRMATIVE MARKETING PLAN

1. Developer/Owner: Name, Address _____ Asian Community Development
Groupement St. Boston, MA 02111 _____ Tel. No. (617) 482-0284
2. Name and Address of Development _____ Oak Street Village
Washington St. Boston, MA 02111 Harris
3. No. of Units _____ Vacant _____ Occupied _____
4. Indicate which racial or ethnic groups are least likely to apply for housing without special outreach.
Hispanic and American Indian
5. Indicate the media to be used to advertise the availability of the housing to the groups noted in #4
- | Name of newspaper, Radio or Television Station | Racial/Ethnic Identification of Market |
|--|--|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
6. If brochures, leaflets, or other handouts are to be used, describe method of distribution

7. List community contacts and describe method of contact

8. If owners/renters are to be selected from a waiting list or pool of applicants, please describe the method that will be used to develop the applicant pool, the criteria that will be used for pre-qualifying the applicants, and the standards that will be used for final selection of buyers or tenants. Attach separate page if necessary.

ACDC is still in the preliminary stages of exploring the methods it will use to select future renters for Oak Street Village. Whatever methods used will be in compliance with Chapter 707 guidelines, federal or local housing assistance guidelines and other equitable standards in the pre-qualifying and final selection process.

9. Please describe other efforts planned as part of your outreach program not adequately covered by that form.

PLEASE SEE ATTACHMENT

AFFIRMATIVE FAIR MARKETING PLAN

A. General Outreach

The developer will not discriminate or permit discrimination upon the basis of race, color, religious creed, marital status, sex, age, ancestry, sexual preference, military status, or handicap in the rental, use and occupancy of the project.

ACDC agrees to comply with the Affirmative Fair Marketing Guides of the Executive Office of Communities and Development and the City of Boston. ACDC will maintain a record of all newspaper ads, outreach letters, translations, leaflets and any other outreach efforts required due to the specific nature, or location of the project. These will be available for review by EOCED and the City of Boston prior to tenant selection upon request.

Brochures and leaflets will be used in the affirmative marketing of the property. The HUD logo and slogan "Equal Housing Opportunity" will appear in all marketing material. Marketing materials will be produced in Chinese, Spanish and other Asian languages. Outreach letters introducing the project will be sent to community groups, organizations, community newspapers, educational, and medical facilities, housing authorities and religious organizations within a reasonable geographic area surrounding the site (See list of outreach organizations attached). Community meetings will be held to explain eligibility criteria and rental procedures.

B. Low and Moderate Income Rental Units

The development will include 58 units for low and moderate income families, including 5 handicapped units. The family units will include 22 two bedroom units, 15 three bedroom units and 10 four bedroom units.

The need for large affordable rental units in Chinatown has been well documented by the BRA in recent studies (Chinatown Housing Survey, Chinatown User Survey, 1988). ACDC does not anticipate any difficulties in marketing the low and moderate income units in this development. ACDC will target its outreach efforts to the Chinatown community and will also ensure that other qualified renters have equal access to the units. ACDC will follow the market requirements of its subsidy source.

C. Market Income Rental Units

Parcel B development will include 42 market rate units. There will be one bedroom and 21 will be two and three bedroom units. ACDC anticipates that an extensive marketing effort

will be required to rent these units, where rents are projected to be between \$740 and \$1100 per month. ACDC's marketing strategy will be to target higher income users of Chinatown, as well as employees of businesses located in the Downtown, Chinatown and South Cove areas. According to the 1988 Chinatown User Survey conducted by the Boston Redevelopment Authority, Boston's Chinatown neighborhood has a variety of resident and non-resident users, that is, those who work in Chinatown, who visit restaurants or grocery stores, who visit families and friends, or who pass through on their way from one section of Downtown to another. Four-fifths of all Chinatown users are not neighborhood residents, and nearly two-thirds of the users are Asians. Non-resident users tend to be younger, more educated, and better off than Chinatown residents. A significant thirteen percent of those surveyed by the BRA had incomes of over \$40,000. The survey also indicates a strong desire on the part of users, including non-Asians, to live in Chinatown if housing were available and rates were comparable to their present housing costs. Nearly one-third of those surveyed think that it is very likely they would move to Chinatown, and almost half (49%) think it is at least somewhat likely they would use this opportunity. (Chinatown User Survey, 1988)

ACDC will recruit market income renters through outreach similar to that described in section A above, with additional outreach through mass circulation newspaper ads and real estate brokers. ACDC will also direct its outreach efforts towards professional organizations such as the National Association of Asian American Professionals, the Organization of Chinese Americans, and the Asian American Lawyer Association, since their members are more likely to be higher income users of Chinatown. ACDC will publicize the availability of these units with other minority and business organizations. ACDC will also identify strategies to market these units to employees who work for major businesses in the area, such as New England Medical Center, Tufts University Medical, and Dental Schools, IBM, Teraviva, and the Boston Herald. ACDC's marketing approach will emphasize the most positive features which this development offers such as the project's attractive design, proximity to Chinatown's food, shopping and cultural activities, convenient location in Downtown, easy access to the Mass Turnpike and public transportation, and walking distance to such historic neighborhoods as Bay Village, Back Bay and South End.

OUTREACH ORGANIZATIONS

Community Newspapers

Language

Sambar	Chinese/English..
Sing Tao	Chinese/English
El Mundo	Spanish/English..
La Semana	Spanish/English.
South End News	English.
Bay State Banner	English.
Jamaica Plain News	English.
Boston Ledger	English.
East Boston Community News	English.
Patriot Ledger	English.
Dorchester Community News	English.
Bay Window	English.

Geographic Location and Name of Community Organization

Chinatown/South Cove

Target Group

Chinese American Civic Association	Chinese, Indochinese
Greater Boston Golden Age Center	Chinese, Elderly
Chinese Consolidated Benevolent Ass.	Chinese
South Cove Health Center	Chinese, Indochinese
Chinatown Occupational Training Center	Chinese, Indochinese
Chinese Burmese Association	Chinese, Indochinese
Mass Pike Tenants Association	Chinese, Others
Quinn School Community Council	Chinese, Others
Church of All Nations	Multi-ethnic
International Ladies Garment Workers Union	Multi-ethnic
Castle Square Tenants Association	Multi-ethnic

Boston/Brighton

Kamhuu Family Center	Kamhuu
Lao-Tan American Cultural Association	Lao-Tan
Boston-Brighton Community Health Center	Indochinese, Others
St. Elizabeth's Hospital	Multi-ethnic
Brighton Marine Hospital	Indochinese, Multi-ethnic

South End/Lower Roxbury

United South End Settlement	Black, Multi
South End Neighborhood House	Black, Multi
Indulgences Forfeited St. Ann	Black
St. Stephen's Church	Black, Multi
St. Mary's Church	Black, Multi

Union Methodist Church	Black
Cardinal Cushing Center	Latino
Cathedral of the Holy Cross	Multi-ethnic

Cooper Community Center	Black
South End Community Health Center	Multi-ethnic

Roxbury

Roxbury Multi-Service Center	Black
Roxbury-North Dorchester APHC	Black, Latin
Roxbury Comprehensive Health Center	Black, Latino
La Alianza Hispana	Latin
Twelfth Baptist Church	Black
Education/Instruction	Black, Latin
Nuestra Comunidad CD	Black, Latino
Quincy-Geneva Housing Corporation	Black, Latino
Lena Park Neighborhood House	Black
Greater Roxbury CD	Black, Latin

Dorchester/Mattapan

Codman Square Health Center	Black, Latin
Harvard Street Health Center	Multi-ethnic
Uphams Corner Health Center	Multi-ethnic
Mujeres Unidas En Accion	Black, Latin
Uphams Corner CD	Black, Latino
Lena Park CD	Multi-ethnic
Dorchester Bk CD	Multi-ethnic

Other

South Boston Neighborhood House	Black
North End Union	Black
East Boston CD	Black
Boston Indian Council	Native American
League of Haitian Families	Haitian
Haitian Multi-Service Center	Haitian
Ethiopian Family Center	Ethiopian
Cambodian Community of Mass.	Cambodian
Vietnamese American Civic Assn	Vietnamese
Cambodian Mutual Assistance Assn of Greater Lowell	Cambodian
Local Housing Authority	Multi-ethnic
Mass. Office for Refugees and Immigrant	Multi-ethnic

Minority Professional/Business/Civic Organization

National Conference of Black Lawyers
Asian American Lawyers Association
Urban League
Black Political Task Force

Hispanic Office of Planning and Evaluation
African Professionals Network
National Association of Asian American Professionals
Hispanic Lawyers Association
Boston Urban Bankers Forum
Minority Developers Association
National Association of Black Accountants
National Black MBA Association
Boston Contractors Association

Disabled Persons Group:

Boston Center for Independent Living
Center for Individuals with Disabilities
Community Health Service
Office of Handicapped Affairs
Mass. Coalition of Citizens with Disabilities
Veterans Administration
Mass. Rehabilitation Commission

D. Certificate and Voucher Holders

It is our goal to secure project based Section 8 assistance for 50 low income units. In the event that we are unable to secure project based assistance, we will adopt the following strategies in order to attract certificate and voucher holders.

In order to ensure a large pool of qualified applicants who are minorities and certificate/voucher holders, education and outreach will be done early and aggressively. A project coordinator to be hired by ACDC in the future will be given this responsibility.

One year before the anticipated occupancy date of project, education about eligibility criteria and processes for obtaining certificates and vouchers and the future application process period for our project will be conducted. The project coordinator will learn about the most recent eligibility criteria and application processes in obtaining certificates and vouchers and will remain updated on any changes throughout the year.

Articles about the project application process and certificate and voucher eligibility criteria and its applications processes will be published in target population newspapers on an on-going basis the first 6 months. After 6 months, publications will be made on a more frequent basis. In addition, fliers will be distributed at meetings in the different target communities will be conducted.

Information and our application will be translated into different languages. During the community meetings and as needed prior to the application process, translators will be provided to assist potential applicants.

We will allow a period of 3 weeks to accept applications and will conduct special assistance days 1 days a week. During the special assistance days, translators and assistants will be available to aid applicants with the application process and to answer any questions.

Special attention will be directed towards certificate and voucher holders for our four bedroom apartments. We believe there is a uneducated market for these larger units. It is a very common practice for Asian families to have several generations of other family members live in the same household. Many Asian families prefer to have several generations living together in one household, but are frequently discouraged by property owners who fear overcrowding violations. ACDC can assist in helping families who want to live together calculate the State and HUD Code or HUD allowed ratios and assist them in applying for certificates or vouchers.



FORM -

NON-DISCRIMINATION STATEMENT

FORM 7. NON-DISCRIMINATION STATEMENT

As a condition of receiving NHT/BRA-controlled funds, land or other benefits, I, Asian Community Development Corp. agree not to discriminate or permit discrimination upon the basis of race, color, sex, religion, national origin, source of income, or presence of children (except in the case of an elderly project in the lease, rental, or use and occupancy of the property located at 100 Street Willis

Furthermore, I agree to comply with the attached Affirmative Marketing Plan and to maintain a record of all newspaper advertisements, outreach letters, translations and leaflets. These will be available for review the NHT/BRA upon request.

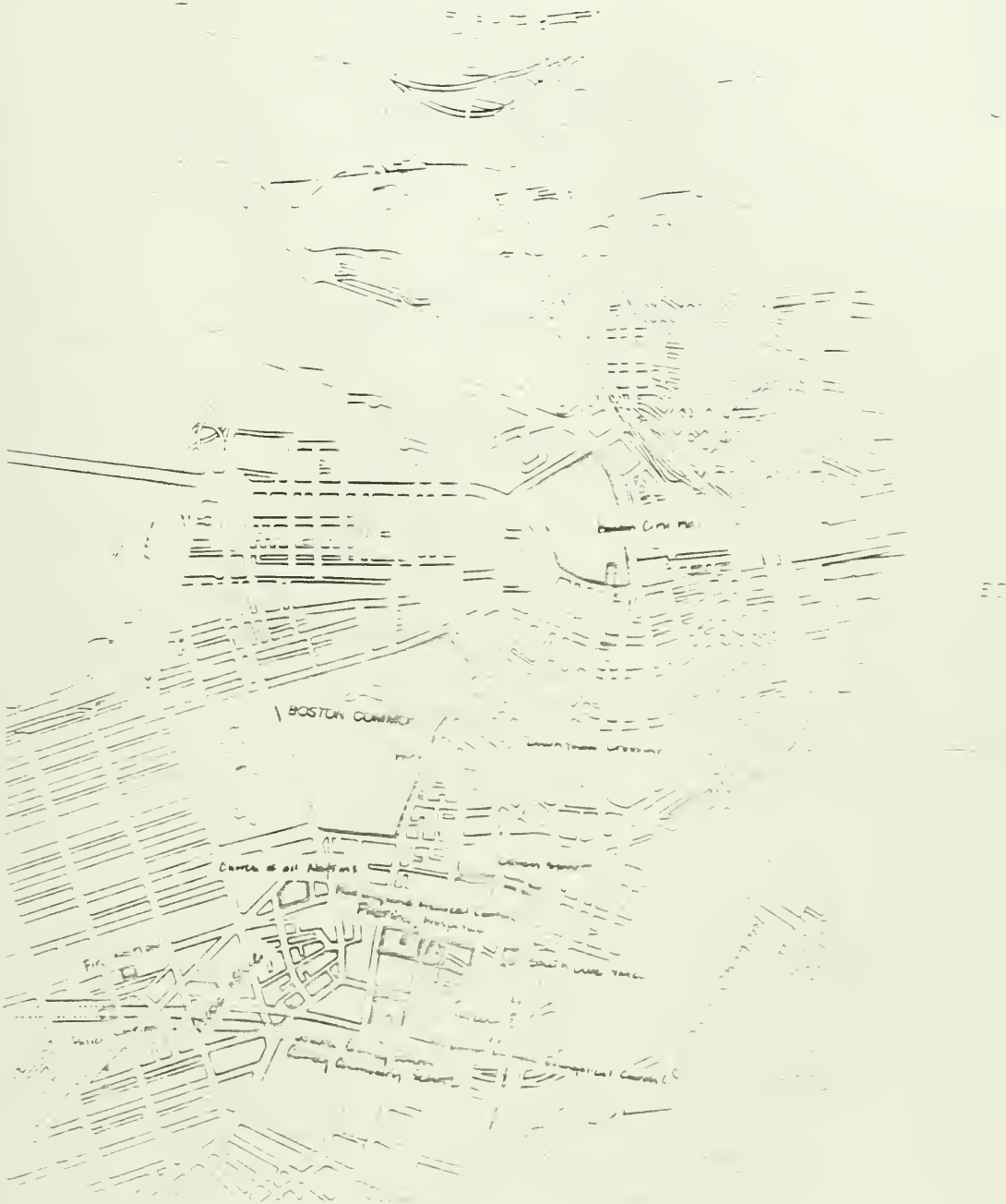
I understand that I shall be able to proceed with completion of my project if I have taken every step outlined in the City-approved Affirmative Marketing Plan. Compliance shall be determined by the Boston Fair Housing Commission (BFHC). If I have not adequately complied with the City-approved plan, I shall be required to conduct additional outreach and/or I may be denied an occupancy permit for my project.

Owner: Asian Community Development Corp.

Dr.

FORM 8

LOCATION MAPS



PARCEL C
24,000 S.F.
Community Center
Garage

ABM STREET

NABER STREET

ONE EIGHT

PARCEL B3-1
30,020 S.F.

TATTOO STREET

JOHN COO

PARCEL B3-B1
2,594 S.F.

PARCEL B3-B2
34,434 S.F.

MASS TURNPIKE

MASS TURNPIKE

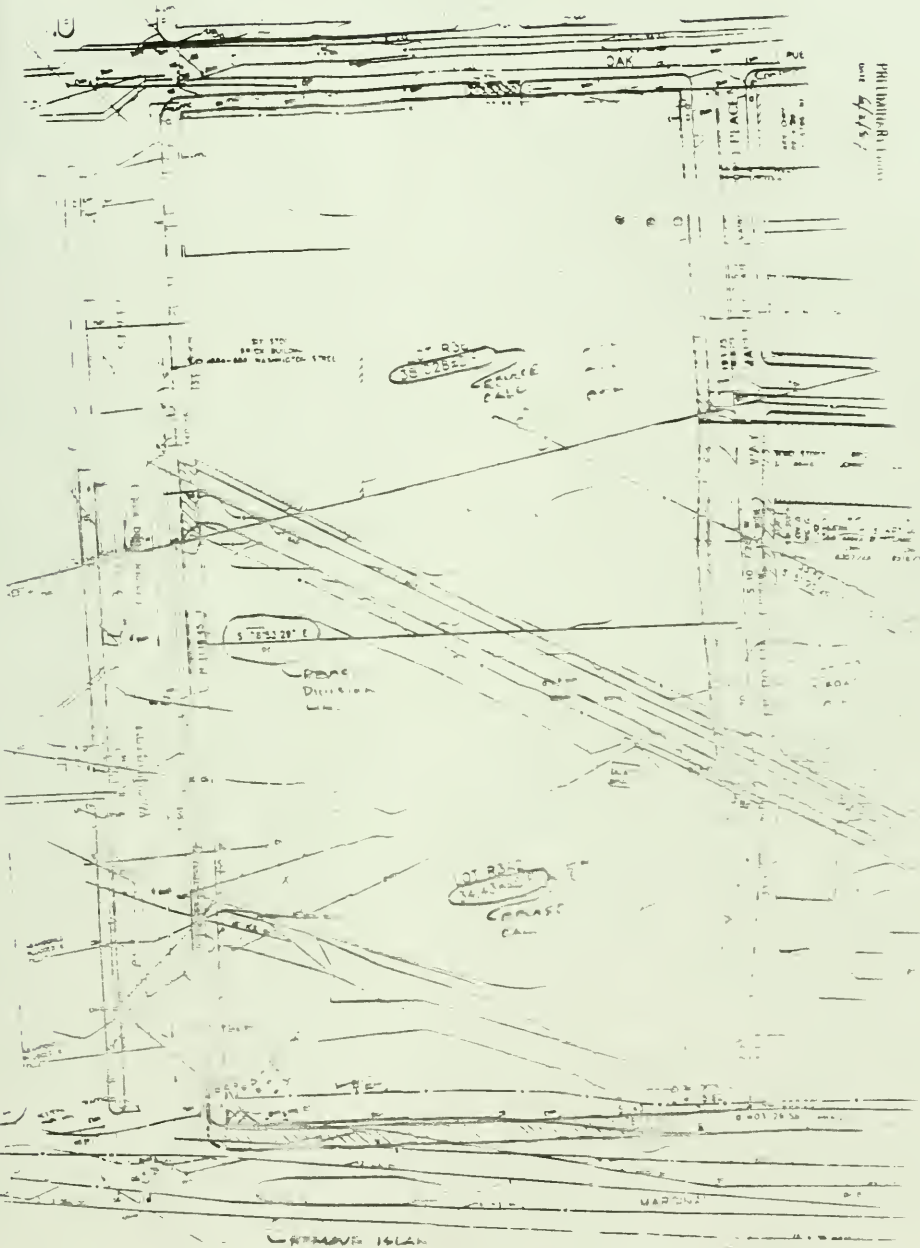
HARRISON AVEN

MAPLE PLAC

WASHINGTON S

SITE PLAN

PHILIPPIAN
4/4/57



CHINA TOWN HOUSE

100 250

BOSTON, MA

FORM 9

LETTERS OF SUPPORT

SUPPORT LETTERS

Due to the well documented need for affordable housing in Chinatown and the strength of the development team, Oak Street Village has generated tremendous community and city-wide support. ACDC has on file over 130 support letters and a petition signed by 890 members of the Asian community endorsing its Oak Street Village project. The following elected officials, institutions, community groups, businesses, abutters, and individuals have given ACDC support letters:

Elected Officials:

City Councilor at Large Rosaria Salerno
City Councilor James L. Kelly
City Councilor Bruce C. Egan
State Representative Salvatore Dimas

Institutions:

Stephen Covey, Director
Boston Redevelopment Authority (BRA)
Thomas O'Malley, Assistant Director
Neighborhood Housing and Development (BRA)
New England Medical Center

Chinatown Organizations:

Chinatown-South Cove Neighborhood Council
Quincy School Community Council
Chinese Consolidated Benevolent Association
Boston Chinese Youth Essential Services
South Cove Community Health Center
Chinese American Civic Association
Chinese Cultural Institute
Greater Boston YMCA
Asian American Resource Workshop
Chinatown Housing and Land Development Task Force
Chinese Progressive Association/Worker's Center
South Cove Nurse
Boston Chinese Evangelical Church
Tai Tung Apartment
Castle Square Tenants Organization

Chinatown Businesses:

Asian-American Chinatown Business Association
Imperial Teahouse Restaurant
Sun Sun 13, 14
Ho Toy Noodle, 14

COMMUNITY SUPPORT

In just one year of operation, ACDC has generated tremendous community and city-wide support. The following is a list of individuals and organizations who have submitted enthusiastic letters of support for ACDC's proposal to develop R3-R3a.

Letters of Interest from Financial Institutions received from:

Robert Pyne, Director of Development
Massachusetts Housing Finance Agency

Nick Neri, Director, Office of Housing
U.S. Department of Housing and Urban Development

Carol M. Hackett, Project Manager, Equity Finance
Greater Boston Community Development, Inc.

Carl A. Sussman, Executive Director
Massachusetts Community Economic Development Assistance
Corporation

Bonnie S. Heudorfer, Senior Consultant, Community Investment
Dept., Bank of Boston

Edward D. Belz, Assistant Vice President
Home Owners Federal Savings

Letters of Support/Endorsement received from

Elected Official: John Joseph Moakley, Congressman
House of Representatives

Joseph P. Kennedy II, Congressman
House of Representatives

Salvatore F. DiMasi, Representative
State House of Representatives

James Kelly, City Councilor
Boston City Council

Bruce Bolling, City Councilor
Boston City Council

Rosaria Salerno, City Councilor At-Large
Boston City Council

Institution:

Amy Anthony, Secretary
**Executive Office of Communities &
Development**

Joseph Nicro, General Agent/Secretary
Treasurer
Boston Building Trades Council

Reverend Jacob Fung, Senior Pastor
Boston Chinese Evangelical Church

Rev. Gid Fong
Don Bosco High School

Organization

Jane Leung, Executive Director
Boston Chinese Youth Essential Services

Helen Chin Conlante, President
**South Cove Nursing Facilities
Foundation, Inc.**

Frederick Dow, Executive Director
Asian American Resource Workshop

Jerome Grossman, President
New England Medical Center Hospital

Carol Lee, President
**Chinatown Housing and Land Development
Task Force**

Loris Chu, President
Chinese Culture Institute

Marilyn Wu, Chairperson
South End Rainco

Lawland Long, Executive Director
Frances Yee, Chairperson
Quincy School Community Council

Herman Lee, Board President
Frances Chang, Executive Director
South Cove Community Health Center

Henry Wong, President
Suzanne Lee, Chairperson
Chinese Progressive Association

Paul M. Yee, President
Chinese American Civic Association

Peter K. Chan, Co-President
Gei How Oak Tin Association

(Letter of Support, Organization, cont'd):

Stella Kam, N.E. Regional Manager
Centre Daily News

Kylser Yen, Editor
Sing Tao Newspaper

Clara L. Garcia, Executive Director
Inquilinos Boricuas En Accion

Larry Murray, Chairperson
Midtown/Cultural District Task Force

Robert M. Coard, Executive Director
Action For Boston Community Development, Inc.

Chuck Turner, Executive Director
Center for Community Action

Business

Nick Chai
Tai Tung Pharmacy

Reginald Wong
RWCO Construction Company

Robert Chai
B.W.W.L. Associates, Inc.

Lorraine Chai
Wong Soon Noodle, Inc.

Barry Wong
Ho Toy Noodle Company

Catherine Kwai
Oriental Gift & Design, Inc.

Jones Gee
Audio-Visual And Video Services

Jill Chen
Cheng & Tsui Company

John Wong
Imperial Teahouse Restaurant

Joseph Yip
Mei Lee Wa Restaurant

Joseph and Maria Wong
Between Maria Wong Insurance Agency

Individual:

Professor Marie Kenney,
University of Mass. - Boston

Professor Mel King, Director
Community Fellows Program, MIT

Daniel Lee

Carol Lee

Mary Wilson-McEntee

Valerie Wong

Jeffrey Young

Carlton Sadak

Ming S. Yan

Chin Loy Duen

Sh. Yan Lee

Marilyn Lee Tor

Terry D.K. Chin, C.I.

Mabel Chin

Tom Ping Good

Dorothy Lee

William Chan, D.M.S.

R3-R3A Abutters Petition

Albert Chin

Karen J. Chin

Neil Chin

Betty Chin

Kam Ton Wong

Wing Koev Wong

Ping Wong

Wong

R3-R3A Abutters Petition, cont'd:

Phil Eng

Raymond Er

Anna Er

Kuen Ling En

Zhao Zhi One

Joseph M. Grissel

Will Dwyer

Sec One

Yee Shook Hong

Lia Yee

Maria Ho

Mabel One

Fook Sun Leung

Dei Wen Yang

Choa C. Tai

Harold Lo

Shi Nam Leong

Kong Tai

Wong Hang

Rui Guand Wa

Loy Dwey Chiu

John Chi

Nai Jan Chiu

Lai Chi

Robert Zeng

Elizabeth McGarr

In addition, ACDC has collected 890 community member signatures on a petition endorsing ACDC to be designated developer of Parcel RS-PD

FORM 10

DESIGN DRAWING

PROJECT SUMMARY

Proposed building: ten story high-rise and four story walk-up in a single structure surrounded on all sides by streets or public way

Dwelling unit	No	Size	Beds	Ratio to site
One Bedroom	2	687sq	1	
Two Bedroom	4	819sq	2	
Three Bedroom	3	1087sq	3	
Four Bedroom	1	1190sq	4	
TOTAL	10			

Community: 1.256sq

Residential: 91.013sq

Total project: 107.906sq

Ratio of residential/total: 84

Parking: none on site; 70 spaces provided off site in adjacent garage

Dwelling units per acre: 11

Total site: 33.026sq

Building foot print: 18.864sq

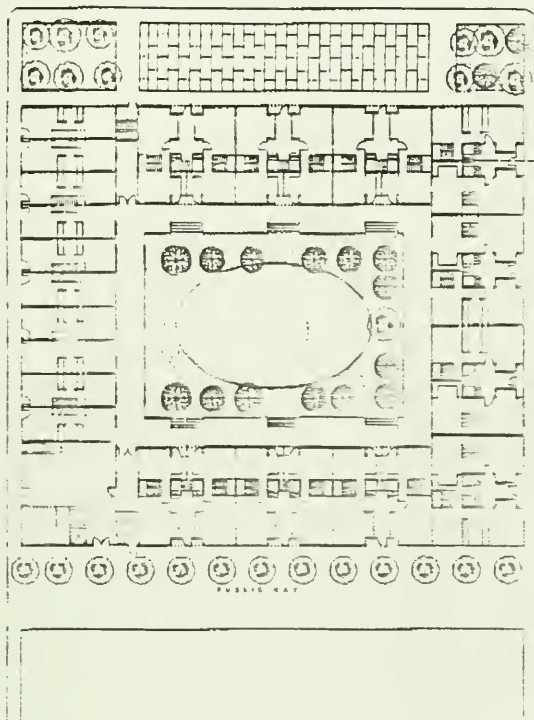
Courtyard: 10.366sq

Public open space: 8798sq

Handwritten notes:
 10.366
 8798
 11
 107.906



RAY STREET



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